King County

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Meeting Agenda

Transportation, Economy and Environment Committee

Councilmembers: Rod Dembowski, Chair; Claudia Balducci, Vice Chair; Jeanne Kohl-Welles, Kathy Lambert, Joe McDermott, Dave Upthegrove, Pete von Reichbauer

Staff: Mary Bourguignon, Lead Staff (206-477-0873)
Angelica Calderon, Committee Assistant (206-477-0874)

9:30 AM | **Tuesday, May 31, 2016** | **Room 1001**

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.

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

1. Call to Order

2. Roll Call

3. Approval of Minutes

Minutes of May 17 & 18, 2016 Special Meeting. pp. 5-10

4. Public Comment

Consent

5. Proposed Motion No. 2016-0246 pp. 11-14

A MOTION confirming Henry Sladek, councilmember, city of Skykomish, as an alternate member of the King County Flood Control Zone District advisory committee, representing the Sound Cities Association.

Sponsors: Ms. Lambert

Mary Bourguignon, Council Staff

Discussion and Possible Action

6. Proposed Ordinance No. 2016-0232 pp. 15-26

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.

AN ORDINANCE relating to the annexation of approximately 124.83 acres of land into the King County water district No. 119, known as the Mundy/Dunlap Annexation, for the purpose of water service.

Sponsors: Ms. Lambert

Erin Auzins, Council Staff

7. Proposed Motion No. 2016-0211 pp. 27-66

A MOTION relating to public transportation, accepting a report relating to the ORCA Replacement Project, as directed by the 2015/2016 Biennial Budget Ordinance, Ordinance 17941, Section 129, Proviso P1.

Sponsors: Mr. Dembowski

Paul Carlson, Council Staff

8. Proposed Substitute Ordinance No. 2016-0005.2 pp. 67-196

AN ORDINANCE relating to public transportation; adopting updates to the Strategic Plan for Public Transportation 2011-2021 and the King County Metro Service Guidelines; and repealing Ordinance 17143, Section 3, Ordinance 17386, Section 1, Ordinance 17641, Section 1, and Ordinance 17143, Section 4, as amended.

Sponsors: Mr. Dunn and Ms. Balducci

Paul Carlson, Council Staff

9. Proposed Motion No. 2016-0018 pp. 197-280

A MOTION relating to the King County Metro Strategic Plan for Public Transportation 2011-2021 and the King County Metro Service Guidelines, and accepting the King County Metro Transit Access to Transit Phase 2 Report.

Sponsors: Mr. Dunn

Paul Carlson, Council Staff

10. Proposed Motion No. 2016-0240 pp. 281-374

A MOTION accepting a report by the department of transportation including an implementation plan for an engagement process and an alternative services program providing service between the campus of the University of Washington-Bothell and Cascadia Community College and the cities of Woodinville and Bothell as required in the 2015/2016 Biennial Budget Ordinance, Ordinance 17941, Section 113, as amended by Ordinance 18110, Section 49, Proviso P8.

Sponsors: Mr. Dembowski and Ms. Kohl-Welles

Paul Carlson, Council Staff

11. Proposed Ordinance No. 2016-0136 pp. 375-466

AN ORDINANCE authorizing the King County executive to enter into a ten-year concession agreement with two five-year extensions between King County and Go Ape Cougar-Squak LLC for construction and operation of a treetop adventure course by Go Ape Cougar-Squak LLC.

Sponsors: Mr. Dunn

Mary Bourguignon, Council Staff

12. Proposed Ordinance No. 2016-0155 pp. 467-504

AN ORDINANCE relating to comprehensive planning and permitting; amending Ordinance 8421, Section 3, as amended, and K.C.C. 14.56.020, Ordinance 8421, Section 4, as amended, and K.C.C. 14.56.030, and Ordinance 13147, Section 19, amended, and K.C.C. 20.18.030, Ordinance 10870, Section 330, as amended, and K.C.C. 21A.08.030, Ordinance 10870, Section 332, as amended, and K.C.C. 21A.08.050, Ordinance 10870, Section 333, as amended, and K.C.C. 21A.08.060, Ordinance 10870, Section 334, as amended, and K.C.C. 21A.08.070, Ordinance 10870, Section 335, as amended, and K.C.C. 21A.08.080, Ordinance 10870, Section 336, as amended, and K.C.C. 21A.08.090, Ordinance 10870, Section 337, as amended, and K.C.C. 21A.08.100, Ordinance 13274, Section 4, as amended, and K.C.C. 21A.37.020, Ordinance 13733, Section 10, as amended, and K.C.C. 21A.37.110, adding new sections to K.C.C. chapter 21A.06, adding new sections to K.C.C. chapter 21A.42, decodifying K.C.C. 20.54.010 and repealing Ordinance 8421, Section 2, and K.C.C. 14.56.010, Ordinance 3064, Section 2, and K.C.C. 20.54.020, Ordinance 3064, Section 3, as amended, and K.C.C. 20.54.030, Ordinance 3064, Section 4, as amended, and K.C.C. 20.54.040, Ordinance 3064, Section 5, and K.C.C. 20.54.050, Ordinance 3064, Section 6, as amended, and K.C.C. 20.54.060, Ordinance 3064, Section 7, as amended, and K.C.C. 20.54.070, Ordinance 3064, Section 8, as amended, and K.C.C. 20.54.080, Ordinance 3064, Section 9, as amended, and K.C.C. 20.54.090, Ordinance 3064, Section 10, as amended, and K.C.C. 20.54.100, Ordinance 3064, Section 11, as amended, and K.C.C. 20.54.110, Ordinance 3064, Section 12, and K.C.C. 20.54.120, Ordinance 3064, Section 13, and K.C.C. 20.54.130 and Ordinance 7889, Section 4, as amended, and K.C.C. 26.08.010

Sponsors: Mr. Dembowski

Christine Jensen, Council Staff

Other Business

13. Grant Alerts pp. 505-514

-16-022 King County Food System Data Collection Project
-16-023 Wayne Golf Course Back 9 Acquisition
-16-024 Wayne Golf Course Back 9 Acquisition
-16-025 Kitchen Equipment Grant

Adjournment

[Blank Page]

King County

1200 King County
Courthouse
516 Third Avenue
Seattle, WA 98104

Meeting Minutes

Transportation, Economy and Environment Committee

Councilmembers: Rod Dembowski, Chair; Claudia Balducci, Vice Chair;
Jeanne Kohl-Welles, Kathy Lambert, Joe McDermott, Dave Upthegrove, Pete von Reichbauer

Staff: Mary Bourguignon, Lead Staff (206-477-0873)
Angelica Calderon, Committee Assistant (206-477-0874)

9:30 AM | **Tuesday, May 17, 2016** | **Room 1001**

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

Chair Dembowski called the meeting to order at 9:36 a.m.

2. Roll Call

Present: 5 - Mr. Dembowski, Ms. Lambert, Mr. McDermott, Mr. Upthegrove and Ms. Balducci

Excused: 2 - Mr. von Reichbauer and Ms. Kohl-Welles

3. Approval of Minutes

Councilmember Balducci moved the approval of the minutes of May 3, 2016 meeting. Seeing no objections, the minutes were approved as presented.

4. Public Comment

The following person was present to offer public testimony:
1. Alex Zimmerman
2. Tom Carpenter

Consent

5. Proposed Ordinance No. 2016-0226

AN ORDINANCE relating to road names; providing for the honorary designation of county roads; and amending Ordinance 8766, Section 10, as amended, and K.C.C. 16.08.060.

Sponsors: Mr. Dunn

This item was passed subject to signatures.

A motion was made by Councilmember Balducci that this Ordinance be Recommended Do Pass. The motion carried by the following vote:

Yes: 5 - Mr. Dembowski, Ms. Lambert, Mr. McDermott, Mr. Upthegrove and Ms. Balducci

Excused: 2 - Mr. von Reichbauer and Ms. Kohl-Welles

Discussion and Possible Action

6. Proposed Ordinance No. 2016-0210

AN ORDINANCE relating to the removal of approximately 1.2 acres of land from the Sammamish Plateau water and sewer district and annexation into the Northeast Sammamish water and sewer district, known as the RTK Annexation, for the purpose of sewer service.

Sponsors: Ms. Lambert

Erin Auzins, Council Staff, briefed the Committee on the legislation and answered questions of the members. Councilmember Balducci moved Striking Amendment S1 and Title Amendments. The amendments were adopted.

A motion was made by Councilmember Balducci that this Ordinance be Recommended Do Pass Substitute Consent. The motion carried by the following vote:

Yes: 5 - Mr. Dembowski, Ms. Lambert, Mr. McDermott, Mr. Upthegrove and Ms. Balducci

Excused: 2 - Mr. von Reichbauer and Ms. Kohl-Welles

7. Proposed Ordinance No. 2016-0155

AN ORDINANCE relating to comprehensive planning and permitting; amending Ordinance 8421, Section 3, as amended, and K.C.C. 14.56.020, Ordinance 8421, Section 4, as amended, and K.C.C. 14.56.030, and Ordinance 13147, Section 19, amended, and K.C.C. 20.18.030, Ordinance 10870, Section 330, as amended, and K.C.C. 21A.08.030, Ordinance 10870, Section 332, as amended, and K.C.C. 21A.08.050, Ordinance 10870, Section 333, as amended, and K.C.C. 21A.08.060, Ordinance 10870, Section 334, as amended, and K.C.C. 21A.08.070, Ordinance 10870, Section 335, as amended, and K.C.C. 21A.08.080, Ordinance 10870, Section 336, as amended, and K.C.C. 21A.08.090, Ordinance 10870, Section 337, as amended, and K.C.C. 21A.08.100, Ordinance 13274, Section 4, as amended, and K.C.C. 21A.37.020, Ordinance 13733, Section 10, as amended, and K.C.C. 21A.37.110, adding new sections to K.C.C. chapter 21A.06, adding new sections to K.C.C. chapter 21A.42, decodifying K.C.C. 20.54.010 and repealing Ordinance 8421, Section 2, and K.C.C. 14.56.010, Ordinance 3064, Section 2, and K.C.C. 20.54.020, Ordinance 3064, Section 3, as amended, and K.C.C. 20.54.030, Ordinance 3064, Section 4, as amended, and K.C.C. 20.54.040, Ordinance 3064, Section 5, and K.C.C. 20.54.050, Ordinance 3064, Section 6, as amended, and K.C.C. 20.54.060, Ordinance 3064, Section 7, as amended, and K.C.C. 20.54.070, Ordinance 3064, Section 8, as amended, and K.C.C. 20.54.080, Ordinance 3064, Section 9, as amended, and K.C.C. 20.54.090, Ordinance 3064, Section 10, as amended, and K.C.C. 20.54.100, Ordinance 3064, Section 11, as amended, and K.C.C. 20.54.110, Ordinance 3064, Section 12, and K.C.C. 20.54.120, Ordinance 3064, Section 13, and K.C.C. 20.54.130 and Ordinance 7889, Section 4, as amended, and K.C.C. 26.08.010

Sponsors: Mr. Dembowski

Christine Jensen, Erin Auzins, Council Staff briefed the committee on the legislation and answered questions from the members. Ivan Miller, KCCP Manager, Performance, Strategy and Budget and Cheryl Markham, Strategic Policy Advisor, Community & Human Services were present to offer comments and answered questions from the members.

Mary Bourguignon, Council Staff, also commented and answered questions from the members.

This matter was Deferred

8. Proposed Substitute Ordinance No. 2016-0005.2

AN ORDINANCE relating to public transportation; adopting updates to the Strategic Plan for Public Transportation 2011-2021 and the King County Metro Service Guidelines; and repealing Ordinance 17143, Section 3, Ordinance 17386, Section 1, Ordinance 17641, Section 1, and Ordinance 17143, Section 4, as amended.

Sponsors: Mr. Dunn and Ms. Balducci

This matter was Deferred

9. Proposed Motion No. 2016-0211

A MOTION relating to public transportation, accepting a report relating to the ORCA Replacement Project, as directed by the 2015/2016 Biennial Budget Ordinance, Ordinance 17941, Section 129, Proviso P1.

Sponsors: Mr. Dembowski

This matter was Deferred

Other Business

There was no other business to come before the committee.

Adjournment

The meeting was adjourned at 11:44 a.m.

Approved this _____ day of _____.

_____

Clerk's Signature

[Blank Page]

King County

1200 King County
Courthouse
516 Third Avenue
Seattle, WA 98104

Meeting Minutes

Transportation, Economy and Environment Committee

Councilmembers: Rod Dembowski, Chair; Claudia Balducci, Vice Chair;
Jeanne Kohl-Welles, Kathy Lambert, Joe McDermott, Dave Upthegrove, Pete von Reichbauer

Staff: Mary Bourguignon, Lead Staff (206-477-0873)
Angelica Calderon, Committee Assistant (206-477-0874)

9:00 AM | **Wednesday, May 18, 2016** | **Room 1001**

REVISED 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

Chair Dembowski called the Special meeting to order at 9:06 a.m.

2. Roll Call

Present: 6 - Mr. Dembowski, Ms. Lambert, Mr. McDermott, Mr. von Reichbauer, Ms. Kohl-Welles and Ms. Balducci

Excused: 1 - Mr. Upthegrove

3. Public Comment

The following people were present to offer public comment:

1. Dennis Carlson
2. Adrian Medved
3. Phillip Dawdy
4. John Sutter
5. Lori Sutter
6. Laurel Berger
7. Sandra Cancro
8. Dominic Catanzaro
9. Cris
10. Ted Barker
11. Mark Buckingham
12. Elizabeth Mathewson
13. Mary Pachek
14. Lawrence Slater
15. Mark Johnston

16. Patrick Magee
17. Logan Bowers
18. Daniela Bernhard
19. KC Franks

Discussion and Possible Action

4. Proposed Ordinance No. 2016-0236

AN ORDINANCE to related to zoning; and amending Ordinance 10870, Section 335, as amended, and K.C.C. 21A.08.080 and Ordinance 10870, Section 336, as amended, and K.C.C. 21A.08.090.

Sponsors: Mr. Dunn

Erin Auzins, Council Staff, briefed the Committee on the legislations and answered questions from the members. John Starbard, Director, Permitting & Environmental Review was present to comment and answer questions from the members.

This matter was Deferred

5. Proposed Ordinance No. 2016-0254

AN ORDINANCE related to zoning; amending Ordinance 17710, Section 4, and K.C.C. 21A.06.7344, Ordinance 17710, Section 5, and K.C.C. 21A.06.7346, Ordinance 17710, Section 6, and K.C.C. 21A.06.7348, Ordinance 10870, Section 334, as amended, and K.C.C. 21A.08.070, Ordinance 10870, Section 335, as amended, and K.C.C. 21A.08.080, and Ordinance 10870, Section 336, as amended, and K.C.C. 21A.08.090, adding a new chapter to K.C.C. Title 6 and adding a new section to K.C.C. chapter 27.10.

Sponsors: Ms. Balducci

Erin Auzins, Council Staff, briefed the Committee on the legislations and answered questions from the members. John Starbard, Director, Permitting & Environmental Review was present to comment and answer questions from the members.

This matter was Deferred

Adjournment

The meeting was adjourned at 10:37 a.m.

Approved this _____ day of _____.

Clerk's Signature

King County

Metropolitan King County Council
Transportation, Economy and Environment Committee

STAFF REPORT

Agenda Item:	5	**Name:**	Mary Bourguignon
Proposed No.:	2016-0246	**Date:**	May 31, 2016

SUBJECT

Proposed Motion 2016-0246 would confirm the Sound City Association appointment of Henry Sladek, councilmember, city of Skykomish, to the King County Flood Control District Advisory Committee for a two-year term, to expire on December 31, 2017.

BACKGROUND

In January 2007, the Council adopted Ordinance 15728 to form a countywide Flood Control Zone District to address flood protection needs and to create a fifteen-person Advisory Committee for the District. The District is distinct governmental entity, separate from that of King County. The role of the Advisory Committee is to review an annual work program and budget for the District, including capital improvement program projects and funding levels, and submit a recommendation to the District by August 31 of each year.

Ordinance 15728, and K.C.C. 2.110.030, state that the Suburban Cities Association (SCA) has four voting members on the Advisory Committee. The SCA forwards the names of the four members and four alternates for confirmation by the Council. These members serve two year terms.

K.C.C. 2.110.030 states that the City of Seattle has a permanent seat, to be held by the mayor or a council member alternate designated by the mayor.

ANALYSIS

K.C.C. 2.110.030 requires that the membership of the seats allocated to the SCA be alternated geographically amongst cities within King County which do not have permanent seats. The four geographic groupings are as follows; the underlined cities represent SCA on the Advisory Committee.

North County: Bothell, Duvall, Kenmore, Lake Forest Park, Shoreline, Skykomish and Woodinville

Central County: Beaux Arts, Clyde Hill, Hunts Point, Issaquah, Kirkland, Medina, Mercer Island, Newcastle, Redmond, Sammamish and Yarrow Point

South County: Algona, Burien, Des Moines, Federal Way, Milton, Normandy Park, Pacific and SeaTac

East County: Covington, Black Diamond, Enumclaw and Maple Valley

With these appointments, SCA has members or alternates representing each geographic area of the county.

Staff has not identified any issues with this proposed appointment. It appears to be consistent with the requirements of K.C.C. 2.110.030.

ATTACHMENTS

1. Proposed Motion 2016-0246

KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

May 26, 2016

Motion

Proposed No. 2016-0246.1 **Sponsors** Lambert

A MOTION confirming Henry Sladek, councilmember, city of Skykomish, as an alternate member of the King County Flood Control Zone District advisory committee, representing the Sound Cities Association.

WHEREAS, in 2007, the council adopted Ordinance 15728 to form a countywide flood control zone district to address flood protection needs, and

WHEREAS, Ordinance 15728 also created a fifteen-person advisory committee for the district in accordance with RCW 86.15.070, and

WHEREAS, Ordinance 15728 provides for four nominees from the Sound Cities Association for a two-year seat to the advisory committee, subject to confirmation by the council, and

WHEREAS, Ordinance 15728 directs the advisory committee to review and recommend an annual work program and budget for the district, including capital improvement program projects and funding levels and to submit recommendations to the clerk of the King County council by August 31 of each year;

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

The Sound Cities Association's nomination of Henry Sladek, councilmember, city of Skykomish, as an alternate member on the King County Flood Control Zone District

advisory committee for a two-year term, to expire on December 31, 2017, is hereby confirmed.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

_____

J. Joseph McDermott, Chair

ATTEST:

_____

Anne Noris, Clerk of the Council

APPROVED this _____ day of _____, _____.

_____

Dow Constantine, County Executive

Attachments: A. Letter to MKCC Chair re SCA KCFCDAC Appointment

King County

Metropolitan King County Council
Transportation, Economy and Environment Committee

STAFF REPORT

Agenda Item:	6	**Name:**	Erin Auzins
Proposed No.:	2016-0232	**Date:**	May 31, 2016

SUBJECT

Proposed Ordinance 2016-0232 would approve an annexation of 125 acres into Water District No. 119, for the purpose of water service.

SUMMARY

Proposed Ordinance 2016-0232 would approve the Mundy/Dunlap annexation into Water District No. 119. Council action on an annexation into a water district is required, subject to criteria found in state law. The Utilities Technical Review Committee (UTRC) has found that the District's comprehensive plan meets this criteria. There is an amendment that would update the legal description for this annexation area.

BACKGROUND

Water District No. 119 provides water service in northeast King County within Council District 3, and provides water services to the unincorporated area outside the city of Duvall.

Property owners representing more than 60 percent of the area petitioned Water District No. 119 for consideration of annexation. Annexation into the District will allow for water service to the annexed properties, which are currently on private wells. The District approved the annexation on December 15, 2015, and submitted the Notice of Intention with the County on April 8, 2016.

ANALYSIS

Per state law[1], the Council held a public hearing on the proposed annexation on May 9, 2016. Following the hearing, the Council is required to approve or disapprove of the annexation within 60 days.

[1] Chapter 57.24 regulates annexations by water districts, and Chapter 57.02 includes provisions for County Council action on such annexations.

Under RCW 57.02.040(3), when reviewing the annexation, the Council is required to consider three criteria:

(a) Whether the proposed action in the area under consideration is in compliance with the development program that is outlined in the county comprehensive plan, or city or town comprehensive plan where appropriate, and its supporting documents;
(b) Whether the proposed action in the area under consideration is in compliance with the basinwide water and/or sewage plan as approved by the state department of ecology and the state department of social and health services; and
(c) Whether the proposed action is in compliance with the policies expressed in the county plan for water and/or sewage facilities.

When the UTRC reviewed the District's water plan, which was ultimately approved by Council in 2016,[2] their review included consideration of these criteria. While the review of the plan did not look at a specific annexation, at a planning level, the UTRC found that the District's plan met these criteria. KCC 13.24.010(A)(2) requires comprehensive plans for water districts be adopted by the District and approved by the King County Council as a prerequisite for Council approval of annexation proposals. That requirement is satisfied with the current District plan.

AMENDMENT

There is an amendment for this ordinance. Amendment 1 attaches a revised legal description for the annexation area.

ATTACHMENTS

1. Proposed Ordinance 2016-0232 with attachments
2. Amendment 1 with attachments

[2] Ordinance 18260

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

KING COUNTY

Signature Report

May 26, 2016

Ordinance

Proposed No. 2016-0232.1 **Sponsors** Lambert

AN ORDINANCE relating to the annexation of approximately 124.83 acres of land into the King County water district No. 119, known as the Mundy/Dunlap Annexation, for the purpose of water service.

STATEMENT OF FACTS:

1. A notice of intention proposing the annexation of approximately 124.83 acres of land into the King County water district No. 119, known as the Mundy/Dunlap Annexation, for the purpose of providing water service was filed with the county council on April 8, 2016.

2. King County water district No. 119 has approved the proposed transfer subject to action by the King County Boundary Review Board in Resolution No. 491, passed on December 15, 2015.

3. The King County water district No. 119 filed a determination of nonsignificance on the proposed annexation dated December 16, 2015.

4. The utilities technical review committee reviewed the King County water district No. 119 comprehensive plan, and found that plan met the criteria for approval. The county approved the most recent comprehensive plan in 2016, as part of Ordinance 18260.

5. The county council held the legally required public hearing and has considered the criteria in RCW 57.02.040.

BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

SECTION 1. The annexation of approximately 124.83 acres of land into the King County water district No. 119 for the purpose of providing water service described in Attachment A to this ordinance is approved. Approval of this proposed annexation is consistent with RCW 57.02.040.

SECTION 2. King County water district No. 119 is the appropriate entity to serve the area proposed to be annexed.

SECTION 3. Completion of this annexation does not constitute county approval

or disapproval of any other permits, certifications or actions necessary to provide service to this annexation area.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

_____

J. Joseph McDermott, Chair

ATTEST:

_____

Anne Noris, Clerk of the Council

APPROVED this _____ day of _____, _____.

_____

Dow Constantine, County Executive

Attachments: A. Legal Description

[Blank Page]

2016-232 ATTACHMENT A

RECEIVED
APR 04 2016
WA State Boundary Review Board For King

MUNDY-DUNLAP ANNEXATION DESCRIPTION

A portion Section 9, Township 26 North, Range 7 East of the Willamette Meridian, King County, Washington; more particularly described as follows:

Lots 60, 61, 62 and 64 Plat of Cherry Gardens Division No. 2 as shown in Volume 22, Page 27 records of King County Washington

Together with a portion of Lot 67of said Plat of Cherry Gardens Division No.2 lying northerly of the Plat of Cherry Creek Heights and westerly of a line beginning at the Northwest Corner of Lot 5 of said Plat of Cherry Creek Heights; thence North 09°14'02" East 348.10 feet; thence North 12°28'15" East 172.92 feet; thence North 06°25'35" East 215.37 feet; thence North 22°07'30" West 168.35 feet; thence North 15°14'14" East to Southerly right-of-way line of NE 178th Place together with Lot A of said plat of Cherry Creek Heights.

Together with a portion of Lots 67 and 68 of said Plat of Cherry Gardens Division No.2 lying northerly of the Plat of Cherry Creek Heights more particularly described as follows: Beginning at the Northwest Corner of Lot 5 of said Plat of Cherry Creek Heights; thence North 57°33'22" East 261.81 feet; thence North 09°06'30" East 341.03 feet; thence North 58°13'45" East 200.00 feet; thence North 31°46'15" West 460.54 feet to a point on the southerly right-of-way line of NE 178th Place; thence South 66°20'00" West 155.05 feet to a point of curvature on the southerly right-of-way of NE 178th Place; thence along said curve to the right a radius of 105 feet with an arc distance of 71.29 feet; thence South 15°14'14" West 80.73 feet; thence South 22°07'30" East 168.35 feet; thence South 06°25'35" West 215.37 feet; thence South 12°28'15" West 172.92 feet; thence South 09°14'02" West 348.10 feet to the Point of Beginning.

Together with Lots 2 through 23 of Cherry Creek Heights as shown in Volume 72, Pages 12 and 13 records of King County Washington.

All of the above is located in King County, Washington.

[Blank Page]

5/31/16

1

Ea

Sponsor: Lambert

Proposed No.: 2016-0232

AMENDMENT TO PROPOSED ORDINANCE 2016-0232, VERSION 1

Delete Attachment A, Legal Description, and insert new Attachment A, Legal Description Revised May 31, 2016

EFFECT: ***Attaches an updated legal description for the annexation area.***

[Blank Page]

MUNDY-DUNLAP ANNEXATION DESCRIPTION

A portion Section 9, Township 26 North, Range 7 East of the Willamette Meridian, King County, Washington; more particularly described as follows:

Lots 60, 61, 62 and 64 Plat of Cherry Gardens Division No. 2 as shown in Volume 22, Page 27 records of King County Washington

Together with a portion of Lot 67of said Plat of Cherry Gardens Division No.2 lying northerly of the Plat of Cherry Creek Heights and westerly of a line beginning at the Northwest Corner of Lot 5 of said Plat of Cherry Creek Heights; thence North 09°14'02" East 348.10 feet; thence North 12°28'15" East 172.92 feet; thence North 06°25'35" East 215.37 feet; thence North 22°07'30" West 168.35 feet; thence North 15°14'14" East to Southerly right-of-way line of NE 178th Place together with Lot A of said plat of Cherry Creek Heights.

Together with a portion of Lots 67 and 68 of said Plat of Cherry Gardens Division No.2 lying northerly of the Plat of Cherry Creek Heights more particularly described as follows: Beginning at the Northwest Corner of Lot 5 of said Plat of Cherry Creek Heights; thence North 57°33'22" East 361.81 feet; thence North 09°06'30" East 341.03 feet; thence North 58°13'45" East 200.00 feet; thence North 31°46'15" West 460.54 feet to a point on the southerly right-of-way line of NE 178th Place; thence South 66°20'00" West 155.05 feet to a point of curvature on the southerly right-of-way of NE 178th Place; thence along said curve to the right a radius of 105 feet with an arc distance of 71.29 feet; thence South 15°14'14" West 80.73 feet; thence South 22°07'30" East 168.35 feet; thence South 06°25'35" West 215.37 feet; thence South 12°28'15" West 172.92 feet; thence South 09°14'02" West 348.10 feet to the Point of Beginning.

Together with Lots 2 through 23 of Cherry Creek Heights as shown in Volume 72, Pages 12 and 13 records of King County Washington.

All of the above is located in King County, Washington.

I hereby certify that the foregoing description for the Mundy-Dunlap Annexation is complete and accurate.

JOSEPH J. DOMINCZYK
STATE OF WASHINGTON
21428
REGISTERED
PROFESSIONAL ENGINEER

4-4-16

[Blank Page]

King County

Metropolitan King County Council
Transportation, Economy and Environment Committee

STAFF REPORT

Agenda Item:	7	**Name:**	Paul Carlson
Proposed No.:	2016-0211	**Date:**	May 31, 2016

SUBJECT

A motion accepting a report relating to the ORCA Replacement Project, a multi-agency project to replace the current ORCA card system.

SUMMARY

Proposed Motion 2016-0211 would accept a report on the ORCA Replacement Project required by a proviso in the 2015-2016 budget (Ordinance 17941, Section 129, Proviso P1). Approval of Proposed Motion 2016-0211 is necessary to release $250,000 in funding for the ORCA Replacement Project.

Today's briefing will update Committee members on ORCA Replacement Project developments. Given the importance of this issue to the region in general and to Metro in particular, the Council has been following it closely. In addition to the budget proviso request, which was made in late 2014, the Council received a briefing on progress with the project earlier this year.[1]

Today's briefing will cover the transmitted report in response to the Council's budget proviso, as well as information on potential next steps for the project, including a potential "Fare Forum" that may be convened in the late summer. The Fare Forum, as proposed, would include representatives of the region's transit agency boards including the King County Council. The Fare Forum is expected to discuss potential revisions to individual agency fare policies that could affect the ORCA Replacement Project design; the project staff team believes that each agency would have to approve any changes by the end of 2017.

The staff report provides general background on regional fare coordination and the ORCA replacement, then discusses the County policies that could be affected by the Fare Forum discussion. The last part of the staff report is an overview of the Report's responses to seven topics listed in the budget proviso.

[1] Briefing 2016-B0009 was presented on January 19, 2016.

BACKGROUND

Regional Fare Coordination

King County Metro is one of seven transit agencies participating in the Regional Fare Coordination System, along with Sound Transit, Community Transit (Snohomish County), Everett Transit, Kitsap Transit, Pierce Transit, and the Washington State Ferries. The System is governed by a Joint Board, with the Metro General Manager representing King County. Ordinance 16415, approved in March 2009, governs the ORCA system, which is operated and maintained under a 10-year "design, build, operate and maintain" contract. A replacement system needs to be in place by the end of 2021.

An ORCA card allows users to purchase electronic daily or monthly passes for unlimited rides, or load value on an E-purse that works like a debit card to deduct the cost of individual trips. The card is valid on ORCA agency transit services and allows for free transfers between services (except Washington State Ferries) within a two-hour window. Eligible ORCA users can obtain discounted fares through the Regional Reduced Fare Permit (RRFP) for seniors and disabled riders, the youth fare, and ORCA LIFT for low income riders. All agencies have RRFP rates and youth fare; the ORCA LIFT is honored by King County Metro, Kitsap Transit, the Seattle Streetcars (First Hill and South Lake Union Lines), and Sound Transit. ORCA 2 is expected to take advantage of technological advancements to improve the ease of ORCA use and customer satisfaction.

ORCA Replacement Project Status

The Council approved $748,000 for planning and preliminary design in the 2015-2016 biennial budget[2] and included a proviso requiring submittal of a motion accepting a report on the ORCA Replacement Capital Project by March 31, 2016.[3] The proviso reflects the Council's longstanding interest in the ORCA system's role in King County Metro finances, operations, and customer experience, as well as regional integration. The Committee was most recently briefed on the ORCA Replacement Project on January 19, 2016.

The agencies have formed a steering committee, staffed for King County by Metro Customer Communications and Services Manager Matt Hansen, and hired a project manager, Brittany Esdaile, who reports to the ORCA Joint Board. A consultant team has been hired to assist with ORCA 2 system design and vendor selection. Project planning is expected to be completed at the end of 2016, followed by vendor procurement and design through 2018, with the goal of ORCA 2 being fully implemented by the end of 2021.

---

[2] Ordinance 17941 CIP Fund 3641, Project 1124456. An initial ballpark estimate of King County's cost for the ORCA replacement project is $29.86 million.
[3] Ordinance 17941 Section 129 Proviso P1.

ANALYSIS

Fare Forum

As suggested in the Executive's transmittal letter (Attachment 2), the ORCA Joint Board has recommended convening a Fare Forum with representation from all seven agency boards. From what is known of the schedule at this time, it is likely that the Fare Forum would be convened in late summer or the fall. Initial plans are for the Fare Forum to meet three times with the goal of producing recommendations relating to agency transit fare policies for consideration by the boards. The late summer or fall dates would be later than the timeframe mentioned in the Report, which indicated that Agency Policy Board Workshops might take place in the May to mid-July 2016 period.

The opening section of the Proviso Response Report summarizes key points in a February 2015 evaluation of strategic objectives for a next generation ORCA system. The February 2015 evaluation notes that the ORCA replacement must accommodate agency-specific needs as determined by each agency board. The February 2015 Report also recommends consideration of fare-simplification opportunities including:

- Elimination of King County Metro's fare zones and peak/offpeak pricing
- Elimination of Sound Transit's fare zones
- Elimination of agency-specific passes by King County Metro and other agencies

The Proviso Response Report notes that Council approval of such changes would be required and expresses King County Metro's intent to evaluate fare policies and structures in 2016.

The Executive's transmittal letter includes this statement:

> "Work on the project to date suggests that further simplification of fares could potentially reduce capital and operating costs. Fare simplification could also benefit transit customers by making fare payment easier to understand, reducing interactions with transit operators, and speeding transit service by reducing the time it takes to pay fares. This report identifies the elimination of Metro's zone structure and peak-off-peak fare differential as fare structure changes that would help further simplify regional transit fares. Such changes would require King County Council action. Any proposal to simplify fares would have to assess the impacts on revenue, ridership and other adopted transit fare policies, including effects on equity and social justice."

County Fare Policy

The Strategic Plan for Public Transportation 2011-2021, Strategy 6.3.2, is the primary source of policy direction for King County Metro fare policy. It is reprinted in its entirety in Attachment 3.

Metro's fare system should:

- Meet fare revenue targets and comply with the Fund Management Policies, including maintaining a target cost recovery ratio of 25 percent
- Be easy for customers to understand and use
- Align with regional transit partners
- Reduce costs
- Reflect the cost of service
- Enable all people in King County, including those with low incomes, to use public transportation
- Increase ridership
- Comply with state and federal regulations

The Report notes, that these goals may be in conflict with each other and states that "Metro staff will analyze the fare policy tradeoffs of any recommended changes to simplify Metro's fare structure or increase the use of ORCA and other pre-paid fare media."

Cashless Fare Proviso

Ordinance 17941, the 2015-2016 biennial budget, includes a proviso requiring transmittal of a report on a "cashless fare system," under which King County Metro would no long accept cash fare payment or paper transfers.

The Report states (page 8) that differing agency policies concerning cashless fare payment and cash transfers "have no direct bearing on the design of the next generation of ORCA." Nonetheless, the County Council may wish to consider the Cashless Fare System proviso response as part of any review of the fare system. This proviso did not contain a deadline and it is not certain when the response will be transmitted to the Council.

The 2017-2018 Executive budget request may also include fare-related proposals, details of which are not known at this time.

The Report

The Report includes an opening section followed by responses to each of seven topics listed in the proviso. Significantly the opening section suggests that it is likely that the next generation of ORCA would transition from the card-based system used today to an account-based system that would increase customer payment options and improve customer service. Today, customers have limited options for purchasing and loading value onto their ORCA cards, and those transactions take 24-72 hours to take effect; with an account-based system, customers would be able to "load value" almost instantaneously, such as using a smartphone while waiting at a bus stop, and might experience new options such as paying with their smart phone or contactless credit card.

The Report Responses to Topics Listed in Proviso P1

The following description of the Report's responses to seven topics is offered as an initial overview.

A. A work plan identifying how the County Council will be involved in the ORCA replacement process.

The Report states that County Council involvement would include adoption of revisions to Metro fare policies and fare policy options that may be proposed by the Executive, potentially resulting in changes to the "business and functional requirements" for the replacement system. A draft timetable for the project is included (Table 1: ORCA Replacement Project Work Plan, page 6) but has become outdated since transmittal with respect to Agency Board Workshops and receipt of recommended changes.

The schedule included with the Proviso Report had anticipated decisions on fare simplification in time to shape the RFP. At this point, it is apparent it will not be possible to reach regional consensus and obtain board approval on fare simplification prior to issuing the RFP and vendor selection. Staff indicate that they are now looking to get agency board approval of fare simplification by the end of 2017, before moving to system design.

B. Identification of changes to the King County Code, regional fare coordination agreement, and other agreements among agencies.

The Report notes that the current ILA reserves to each agency's Board the power to set fares and fare structures, and any recommended changes to fare structures would be up to each Board to approve. For King County, fare changes are accomplished by amending the code by ordinance.

The Report suggests that the multi-agency regional fare agreement would not need to be amended, and does not anticipate changes to regional passes, regional transfer credits, or regional revenue apportionment.

C. Policy issues that could affect the replacement system, such as fare simplification or the possible movement to a cashless system.

The Report describes fare simplification "as an issue with possible implications for the cost of the ORCA replacement system" and states that fare simplification would make it easier to provide customers with an option called "fare capping." Fare capping would allow individuals to load their ORCA cards with small amounts knowing that no additional payments would be required once the cost of a monthly pass was reached.

D. An updated Benefit Achievement Plan (BAP) for the ORCA Replacement capital project.

The updated BAP is included in the Report as Appendix A. The only change from the BAP that was submitted as part of Proposed Motion 2016-0241 (the required transmittal of BAPs for all proposed and ongoing technology projects) is a correction to reflect that the replacement needs to be in place by 2021 rather than 2020. Otherwise the BAP included in this Report is identical to the originally transmitted BAP. It outlines the

required attributes of the new ORCA system and stresses the importance of King County involvement in the planning process to ensure that King County requirements are met. The BAP is likely to be further revised as the multi-agency planning process moves ahead.

E. Impacts on other technology projects.

The Report states that ORCA Replacement "dependencies" include On-Board Infrastructure, the 4.9 MegaHerz Network Replacement, and the Mobile Access Routers Project. The Report adds that there are "no technical impacts or immediate dependencies" between the ORCA Replacement Project and the Mobile Ticketing Pilot Project.

The Report states that the ORCA Replacement must accommodate highly integrated systems on King County Metro vehicles including the Driver Display Unit (DDU) that will likely be replaced as part of the project. A policy decision to transition from a card-based system to an account-based system would change the process by which card transaction information is transferred into ORCA cards and from buses to a central clearinghouse. The account-based system could allow payments to be credited immediately instead of having to wait 24-72 hours. This means the next generation wireless communications system, implemented through the 4.9 Megaherz Network and Mobile Access Router IT projects, would need to be coordinated with the ORCA Replacement Project.

F. Equity and social justice impacts.

The Report states that the replacement project will enable Metro to continue provided discounted fares for youth, seniors and people with disabilities, and the ORCA LIFT low-income fare available to adults aged 18 through 64 with household incomes of 200 percent or less of the federal poverty level (adjusted for household size). The Regional Reduced Fare Permit (RRFP), for seniors and people with disabilities, is contained in an ORCA card and entitles the owner to pay discounted fares on all participating agencies.

The Report cites the concept of fare capping as a potential benefit to low-income riders (including ORCA LIFT cardholders) because they could receive the benefit of a monthly pass without having to pay the entire $54 monthly pass price all at once. Though not explicitly mentioned, low-income riders would also benefit from being able to add value to their ORCA cards instantly, instead of having to deal with a 24-to-72 hour delay as is presently the case.

G. Network and electronic payment security issues.

The Report states that a Security Committee with representation from each transit agency is working to align procedures with a National Institute of Standards and Technology (NIST) Cybersecurity Framework and reducing security burdens by reducing Payment Card Information (PCI) storage and processing on agency networks or equipment.

ATTACHMENTS

1. Proposed Motion 2016-0211 and Attachment
2. Transmittal Letter
3. Strategy 6.3.2 (Fare structure and fare level policy)

4. Ordinance 17941, Section 113, Proviso P7 (Cashless fare system)

INVITED

- Matt Hansen, Manager Customer Communications and Services, King County Transit Division

ATTACHMENT 1

KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

May 26, 2016

Motion

Proposed No. 2016-0211.1 **Sponsors** Dembowski

A MOTION relating to public transportation, accepting a report relating to the ORCA Replacement Project, as directed by the 2015/2016 Biennial Budget Ordinance, Ordinance 17941, Section 129, Proviso P1.

WHEREAS, in November 2014, Ordinance 17941 adopted the 2015/2016 King County Biennial Budget subject to the provisions set forth in the ordinance, and

WHEREAS, Ordinance 17941 approved an appropriation for capital project 1124456, ORCA replacement, and

WHEREAS, Ordinance 17941, Section 129, Proviso P1, requires the executive to transmit by March 31, 2016, a report on ORCA replacement implementation issues and a motion that accepts the report before expending $250,000 of the funds appropriated for capital project 1124456, and

WHEREAS, the report is to include, but not be limited to:

A. A work plan identifying when and how the council will be engaged in the decision process for selecting a replacement for the existing ORCA system;

B. Identification of any changes to King County Code, the regional fare coordination agreement and other interlocal agreements that may be proposed as part of the project and the anticipated schedule for transmitting the changes;

C. A description of policy issues for council consideration that could affect a replacement system, including but not limited to policies identified in the August 6, 2014, ORCA Needs Analysis and Technology Survey, such as fare simplification, universal elimination of cash transfers and movement to a cashless system;

D. An update of the benefit achievement plan for the project;

E. Identification of impacts to and dependencies on existing transit technology infrastructure and proposed projects, including, but not limited to, the 4.9 MHz network project and mobile ticketing pilot project;

F. Equity and social justice impacts to be considered in the replacement of ORCA; and

G. Network and electronic payment security issues to be considered in the replacement of ORCA, and

WHEREAS, Metro has compiled the required information and the executive has transmitted the ORCA Replacement Project report as set forth as Attachment A to this motion to the council;

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

The council hereby accepts the ORCA Replacement Project report, Attachment A to this motion, as required by Ordinance 17941, Section 129, Proviso P1.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

_____

J. Joseph McDermott, Chair

ATTEST:

_____

Anne Noris, Clerk of the Council

APPROVED this _____ day of _____, _____.

_____

Dow Constantine, County Executive

Attachments: A. ORCA Replacement Project Report

[Blank Page]

King County Metro Transit

ORCA Replacement Project

March 31, 2016

Prepared for:
King County Council

Prepared by:

King County METRO

Department of Transportation
Metro Transit Division
King Street Center, KSC-TR-0415
201 S Jackson St.
Seattle, WA 98104
www.kingcounty.gov/metro

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

ORCA Replacement Project

Introduction

This report responds to questions that were identified during the adoption of the 2015/2016 budget. Ordinance 17941, Section 129, Proviso 1 states:

> *Of the appropriation for capital project 1124456, ORCA replacement implementation, $250,000 shall not be expended or encumbered until the executive transmits a report on ORCA replacement issues and a motion that accepts the report and the motion is passed by the council. The motion shall reference the subject matter, the proviso's ordinance, ordinance section and proviso number in both the title and body of the motion.*
>
> *The report shall include, but not be limited to:*
>
> A. *A work plan identifying when and how the council will be engaged in the decision process for selecting a replacement for the existing ORCA system;*
> B. *Identification of any changes to the King County Code, the regional fare coordination agreement and other Interlocal agreements that may be proposed a part of the project and the anticipated schedule for transmitting the changes;*
> C. *A description of policy issues for council consideration that could affect a replacement system, including but not limited to policies identified in the August 6, 2014 ORCA Needs Analysis and Technology Survey, such as fare simplification, universal elimination of cash transfers and movement to a cashless system;*
> D. *An update of the benefit achievement plan for the project;*
> E. *Identification of impacts to and dependencies on existing transit technology infrastructure and proposed projects including, but not limited to, the .9 MHz network project and mobile ticketing pilot project;*
> F. *Equity and social justice impacts to be considered in the replacement of ORCA; and*
> G. *Network and electronic payment security issues to be considered in the replacement of ORCA.*
>
> *The executive must file the report and motion required by this proviso by March 31, 2016 in the form of a paper original and an electronic copy with the clerk of the council who shall retain the original and provide an electronic copy to all councilmembers, the council chief of staff, the policy staff director and the lead staff for the transportation, economy and environment committee or its successor.*

Background

The ORCA Replacement Project is an effort by the seven Central Puget Sound Region transportation providers to plan for the next generation of electronic fare collection in the region. The participating agencies are: King County Metro, Sound Transit, Community Transit, Pierce Transit, Kitsap Transit, Everett Transit and Washington State Ferries. These agencies together launched the ORCA system in early 2009, following several years of development.

The ORCA system was implemented via a 10-year "design, build, operate and maintain" contract that will end in 2021, at which time vendor support for the system will cease. At that time, the transit agencies need to have a replacement system in place so customers can move seamlessly to the new system. The original regional contribution to ORCA system development was $42 million, with King County contributing $23 million.

The ORCA system built upon the regional fare integration efforts that started in 1999 with the implementation of the Puget Pass system, which established a system of regional passes and transfers to enable transit customers to travel seamlessly throughout the region. The system of passes was designed to reflect the various fare levels for different customer categories on the six transit agencies participating at that time. The ORCA system currently provides 21 regional pass denominations for purchase by customers.

Since the original design of the ORCA system, technology has changed substantially and many of the current elements of the system are out of date. As one example, the current system still relies on phone line communications rather than standard network communications between the vendor and third-party retailers. Retailers do not have these older connections anymore, so they are reluctant to install the older hardware that is required. This has severely limited the expansion of the retail network.

Another example is that ORCA is a "card based" system, meaning that customer information such as account balance resides on the physical card. If the customer adds value or products online, those additions must then be downloaded to all buses and ORCA readers at train, light rail and bus stations, and then to the physical card itself. This results in a time delay of 24 to 48 hours (and sometimes more) between a customer's transaction and getting the data to the customer's card. These delays could be eliminated by using an "account based" system that maintains the customer's information in a centrally managed account. When a customer uses the fare media, the customer's account is checked immediately (in less than a second) to determine pass availability or account balance, and appropriately decremented for the transit fare. Similarly, when the customer loads value to the account, it is available for immediate use. This is similar to the Google Wallet and Apple Pay systems, which make individual charges against the customer's central account. The next generation of ORCA will provide an opportunity for the region to update to more current technology and processes.

In order to support this improved system functionality, the next generation of ORCA will require new devices and real-time communications between the bus and the central system. New hardware to replace the current ORCA equipment will be funded as part of the ORCA replacement project. The essential communication requirements for the next generation of ORCA have already been gathered from the leading vendors who are likely to propose on the new system, and are being used to inform a separate King County project – Replacement of 4.9 Network and Mobile Access Routers, or "Next Generation Wireless."

The policy basis for the ORCA system resides in interlocal agreements (ILAs). Two ILAs have been adopted by the King County Council and other agency boards:

1. April 7, 2003 – Ordinance #14598: "Interlocal Cooperation Agreement for Design, Implementation, Operation and Maintenance of the Regional Fare Coordination System," which was superseded by:
2. March 23, 2009 – Ordinance #16415: "Amended and Restated Interlocal Cooperation Agreement for Design, Implementation, Operation and Maintenance of the Regional Fare Coordination System"

The first agreement guided the system development and the second, which superseded the first, currently guides the day-to-day operation of the system.

As established in the ILA, the regional ORCA system is managed by a Joint Board made up of representatives from each of the agencies. Each agency has equal voting rights for system changes and/or enhancements, and all decisions must be by consensus. As a result, none of the agencies can dictate policies to the others. In addition, the ORCA ILA recognizes that each of the agencies has a council or board responsible for making policy decisions—including local fare policies—for that agency. These provisions govern the agencies as they move into the planning for the next generation of ORCA.

The ORCA Replacement Project to Date

The ORCA Replacement Project Steering Committee includes representatives from each of the ORCA agencies. The project manager is a regionally funded position at Sound Transit. The regional project team will initially be comprised of staff from King County, Community Transit and Sound Transit. (Under the current ORCA system, the King County Water Taxi is under King County Metro's services as Metro is the ORCA agency. Primarily Metro coordinates any system issues including fare or service changes to ensure Water Taxi routes are functioning and collecting correct ORCA fares.)

The new ORCA system will be provided by a fare collection system vendor (or vendors) selected through a competitive bid process. At the time of this report, the regional project team is in place and the planning and design consultant has been selected. The system vendor will not be selected until later in the process.

The *ORCA Next Generation Strategy* report (February 9, 2015), was completed as an initial step in the ORCA replacement planning process. The purpose of this work was to help identify potential opportunities for the next-generation fare collection system. In the original ORCA system, the agencies did not fully evaluate the impacts that replicating existing fare structures might have on the project design and cost. The fundamental assumption was that each agency's existing fare structure would be reflected in system design. That remains the fundamental premise for the next generation of ORCA. However, the ORCA agencies want to be able to understand the internal cost as well as customer implications of maintaining existing fare structures and policies.

The *ORCA Next Generation Strategy* report identified the following strategic objectives for a next generation ORCA system:

- Improve customer experience

    - Programs for unbanked/underbanked—create programs that make it easier for customers without banking relationships to use ORCA to purchase tickets, take advantage of ride discounts and participate fully in any services ORCA may offer
    - Business and institutional programs—continue to provide programs that cater to the needs of local businesses and leverage the scale that their constituents provide
    - Instantaneous availability of loaded value—increase customers satisfaction by eliminating the waiting period for value added to the ORCA cards

- Increase ORCA usage
    - All modes—make ORCA easily usable on all modes of transport
    - Market penetration—make ORCA available through as many venues as possible in addition to the current retail network and ticket machines

- Fiscal responsibility
    - Lower total cost of ownership—ensure that the new system is cost-effective to implement and efficient to operate
    - Lower upgrade and improvement cost—increase use of state-of-the-art technology to create efficiencies and design a system that is modular enough to be easily upgraded as technology changes

- Operational efficiency
    - Roll out new functionality and upgrades faster—use technology and administration to enable the region to quickly assess and pilot new technology features and implement them efficiently
    - Make data easier to access for agencies and public—allow agencies to find, analyze and report information easily

This report also outlined four guidelines for moving forward:

- Leverage what works
- Provide security for agencies and public
- Utilize next generation technologies
- Plan for scalability and future upgrades

This report identified the following fare policy considerations for guiding system development:

- Fare policies must acknowledge and accommodate agency-specific needs. ***The authority to change fare policy resides exclusively with each agency's governing board or council and not with the Joint Board*** [emphasis added]
- Fare policies and technology choices have an impact on the options
- Electronic fare collection should continue to outpace paper products and cash
- Policies and technology that can increase ORCA penetration rates should be emphasized
- New administration models and fare policies are linked and should be considered

With regard to fare simplification, the report acknowledged the success of the ORCA transit agencies in simplifying fares through the system of regional passes, ORCA transfer rules and common rider categories. The report also suggested that the following areas be reviewed and examined for further fare simplification:

- Reviewing current technical business rules with the intent of identifying unused or obsolete rules that make the current system complex
- The elimination of some Business Account fare rules
- The elimination of unused fare programs such as Washington State Ferries' Commercial Account Program
- The elimination of King County Metro's fare zones and peak/off-peak pricing
- The elimination of Sound Transit's fare zones
- The elimination of agency-specific passes issued by Everett Transit, Kitsap Transit, King County Metro, Pierce Transit, and the Washington State Ferries

Some of these are technical business rules that the ORCA agencies could simplify within the current ORCA ILA; others, such as eliminating Metro's fare zones and peak/off-peak pricing, are fare structure changes that would require King County Council approval.

During 2016, King County will be evaluating its fare policies and structures to determine if there are changes that could advance the policy goals. If fare structures are simplified, there could be opportunities to reduce program costs. There could also be impacts, including to the next generation ORCA system, and these impacts would have to be closely examined. King County will have an opportunity to examine the costs and benefits of Metro's existing fare structure and policies as they relate to the new system.

If King County does not make any changes to Metro's fare structure, the existing fare structure will be used to design the next generation ORCA system.

Specific Responses to the Proviso

A. A work plan identifying when and how the council will be engaged in the decision process for selecting a replacement for the existing ORCA system.

The Council's engagement in the process of selecting a replacement system will occur as the Council adopts revisions to the Metro fare policies and fare policy options that may be proposed by the Executive. The project is committed to identifying and raising these choices in a timely manner so that policy guidance from the King County Council and other agency boards can be incorporated. Any changes would be reflected in the business and functional requirements for the ORCA Replacement System. More detail on this process is outlined below.

Table 1 shows the ORCA replacement project work plan. This plan is still under development and is being managed and maintained by the ORCA replacement project manager. Should the ORCA Joint Board conclude that significant changes in current regional coordination efforts are worth serious consideration by policy makers, they will propose convening a Regional Fare Policy Workshop to try to

develop consensus recommendations for such changes. This would involve representatives of the King County Council and the boards of the other agencies. Any such recommendations would need final approval by the full King County Council and other agency boards.

This schedule identifies the period between July and September of 2016 as the time frame when the Region would review and identify any proposed changes to agency fare structures, should Metro and the other ORCA agencies propose any such changes as part of this project.

Table 1: ORCA Replacement Project Work Plan

Phase/Task Name	Duration	Start	Finish
PLANNING PHASE	2 yrs	9/14/2015	12/31/2016
Consultant Procurement	200 days	5/4/2015	2/5/2016
Program Plan	122 days	10/1/2015	3/18/2016
ORCA Survey / Needs Validation	97 days	10/1/2015	2/12/2016
Request for Information (Vendors)	133 days	10/5/2015	4/6/2016
Review Regional Fare Structure	254 days	10/13/2015	9/30/2016
Identify opportunities	15 days	10/13/2015	11/2/2015
High level vendor discussions	15 days	10/20/2015	11/9/2015
Fare Evaluation Team (FET) Workshop(s)	90 days	11/17/2015	3/21/2016
Present simplification options at Orca 2 Steering Committee	0 days	3/22/2016	3/22/2016
Regional FET follow-up discussion	14 days	3/23/2016	4/11/2016
Discuss approach with ORCA Joint Board	0 days	4/11/2016	4/11/2016
Agency Policy Board Workshops	50 days	5/2/2016	7/11/2016
Propose simplifications to Agency Boards	60 days	7/11/2016	9/30/2016
Establish Technical Team	172 days	10/12/2015	6/7/2016
Concept of Operations	80 days	3/21/2016	7/8/2016
Draft Risk Management Plan	20 days	4/15/2016	5/12/2016
Systems Engineering Management Plan	20 days	3/7/2016	4/1/2016
Alternatives Analysis	20 days	6/13/2016	7/8/2016
High-Level Architectural Design	125 days	5/12/2016	10/21/2016
PROCUREMENT PHASE	460 days	6/6/2016	3/9/2018
DESIGN PHASE	180 days	3/12/2018	11/16/2018
DEVELOPMENT AND TESTING PHASE	240 days	11/19/2018	10/18/2019
DEPLOYMENT AND VALIDATION PHASE	440 days	10/21/2019	6/25/2021
TRANSITION PHASE	175 days	5/3/2021	12/31/2021
OPERATIONS AND MAINTENANCE PHASE	0 days	12/31/2021	12/31/2021

B. Identification of any changes to the King County Code, the regional fare coordination agreement and other Interlocal agreements that may be proposed as a part of the project and the anticipated schedule for transmitting the changes.

The current ORCA ILA clearly recognizes that decisions about local transit agency fare policies and fare structure are reserved for each agency's board, while providing for regional fare media, interagency transfer credits using regional media, and regional revenue apportionment to participating agencies.

The next generation of ORCA is not expected to require a new ILA. The project also would not require any changes to regional passes, regional transfer credits, or regional revenue apportionment. As noted in Section A above, should the replacement for ORCA result in recommendations for fare simplification or other changes to regional fares that would require changes to local agency fare structures, the governing bodies of each of the agencies would need to adopt such changes. Any such recommended changes would come before the Council per the schedule in Table 1 above.

As part of the 2017/2018 budget process, Metro staff will be evaluating fare policy as well as fare rates and will be providing information to the Executive and Council prior to budget adoption.

C. A description of policy issues for council consideration that could affect a replacement system, including but not limited to policies identified in the August 6, 2014 ORCA Needs Analysis and Technology Survey, such as fare simplification, universal elimination of cash transfers and movement to a cashless system.

Beginning in 1999, the King County Council and the boards of four other transit agencies (Community Transit, Everett Transit, Pierce Transit and Sound Transit) in the Central Puget Sound Region adopted fare policies establishing regional fare integration as a high priority, to enable transit agency customers to travel seamlessly throughout the region. Later that year, the King County Council and other agency boards adopted the Puget Pass Agreement, which provided for a system of regional passes valid on all partner agencies, a system of intersystem transfer credits and a method for reconciling fare revenue among the participating agencies. This level of regional fare integration was the first of its kind in the nation, and it remains unique in the country today.

These policies were affirmed with the 2003 and 2009 adoption of the ORCA ILAs discussed above. This fare policy direction continues to provide the basis for the ORCA replacement project.

The *ORCA Next Generation Strategy* report identified a number of fare structure issues. Some but not all of these are potentially related to the design of an ORCA replacement system. The report identified fare simplification as an issue with possible implications for the cost of the ORCA replacement system. In addition, fare simplification would make it easier to provide customers with more flexible and innovative pricing in the form of "fare capping."

The ORCA replacement project team has requested information from potential vendors to identify the cost savings that could result from regional fare simplification. Fare capping is an emerging innovation in transit pricing that would substitute a "cap" on monthly transit fares for a monthly pass. This gives

customers the flexibility of "pay as you go" fare payment and the certainty that their fare expenditures will not exceed the price of a pass. This would be a significant advantage for Metro's low-income customers. Even with the reduced ORCA LIFT fare, the monthly pass price is $54. Price capping would allow low-income riders to pay no more than $54 per month, while removing the barrier of the up-front cost of the pass. This would allow customers to take advantage of the price cap, while loading smaller amounts to their account throughout the month. Clearly, the more complicated a fare structure is, the more difficult it would be to design and implement fare capping, and the more difficult it would be for customers to understand.

Of the issues identified in the *ORCA Next Generation Strategy* report, "differing interests among agencies in moving towards cashless fare payment" and "differing policies among agencies regarding cash transfers" have no direct bearing on the design of the next generation of ORCA.

Metro is interested in fare structure changes and fare collection procedures and technology that can speed operations by reducing boarding times. Increased use of ORCA and reduced cash fare payment on the bus help speed up service. Eliminating the zone surcharge during peak hours, ORCA fare incentives and the elimination of cash transfers are just some of the possible fare structure changes that could be made to support this effort. Speeding up service, particularly in downtown Seattle, will be increasingly important as bus service is moved from the Downtown Seattle Transit Tunnel to the surface in the next few years. Fare simplification can also help reduce customer confusion, simplify fare enforcement and reduce fare disputes. Metro will be addressing these options in a forthcoming report to Council in response to another proviso, P7, related to "Cashless Fares."

Any proposed changes to Metro's fare structure or policies will be assessed in terms of Metro's fare policy goals adopted by the King County Council. These policy goals were reviewed in Metro's 2014 *Report on Transit Fares* (pp.7-8) and are summarized below.

Metro's fare system should:

- Meet fare revenue targets and comply with the Fund Management Policies, including maintaining a target cost recovery ratio of 25 percent
- Be easy for customers to understand and use
- Align with regional transit partners
- Reduce costs
- Reflect the cost of service
- Enable all people in King County, including those with low incomes, to use public transportation
- Increase ridership
- Comply with state and federal regulations

Some of these goals conflict with each other. For instance, lowering fares would increase Metro's ridership, but work against meeting Metro's fare recovery targets. Changing Metro's fare structure would necessarily involve making policy tradeoffs between these goals. Metro staff will analyze the fare policy tradeoffs of any recommended changes to simplify Metro's fare structure or increase the use of ORCA and other pre-paid fare media.

D. An update of the benefit achievement plan for the project.

The benefit achievement plan for the project is attached as Appendix A.

E. Identification of impacts to and dependencies on existing transit technology infrastructure and proposed projects including, but not limited to, the 4.9 MHz network project and mobile ticketing pilot project.

With respect to the transit technology infrastructure and projects, ORCA replacement project dependencies include:

On-Board Infrastructure

The systems on board King County buses are highly integrated. For example, the transit radio system, ORCA and other on-board systems are all operated using a single device, the Driver Display Unit (DDU). The DDU was designed and purchased as part of the original ORCA system and will likely be replaced by a new device as part of ORCA replacement. Two areas where this will have a significant impact are:

- System design – The decisions regarding the new system and equipment design must accommodate Metro's unique on-board environment and ensure that we create a "rational driver experience" for all of our coach operators. This includes maintaining a single driver login, organizing the functions in a way that minimizes distractions for operators, and presenting them with essential information when they need it. The new device must have simple menus and a minimum number of key taps.

- Transition – There will be a transition period as new equipment is installed and operating on some buses while other buses are awaiting installation. Depending upon the transition method chosen, system re-engineering and/or equipment placement complications may occur. Any transition method must take into account the integration between Metro's various on-board systems and space constraints in the driver's area.

Replacement of 4.9 Network and Mobile Access Routers Project

Currently, ORCA is a card-based system. Customer account information is stored on the card, and fare rules are stored on the card reader, i.e., fare transaction processor. Fare payment transactions occur when customers tap their cards on the card reader. The back office is updated periodically as these offline devices establish communications and transmit data. For coaches, this generally occurs when they return to the bus bases. There is no need for real-time communication to the back office.

The *ORCA Next Generation Strategy* report, prepared for the ORCA Joint Board, included the recommendation that the new ORCA system be account-based. Account-based systems offer numerous benefits to the customer, including an improved customer experience by providing "instantaneous availability of loaded value," one of the strategic objectives of the new system. With account-based systems, customer account information and fare rules are both stored in the back-office system. When the customer loads their account over the web, the account is immediately updated and the funds are immediately available for use. Typically, the customer can also immediately verify their account balance

from a computer or mobile device. When the customer taps their card (or other form of fare media) on the card reader, the system uses real-time wireless communications to connect with the back-office system and process the fare payment transaction. This is a significant improvement over the current ORCA system, in which a card reload can take 24-48 hours to reach the card readers, where it is stored until the next time the customer taps their card.

Metro is planning its next generation wireless communications system through the Replacement of 4.9 Network and Mobile Access Routers Project. The project requirements include both supporting the current ORCA system's communication needs and planning for the ORCA replacement system's communication needs. For the latter, the Replacement of 4.9 Network and Mobile Access Routers Project relies upon the ORCA Replacement Project's planning documents, vendor feedback from a Request for Information to the fare collection industry, and consultant guidance, to describe the new system's communication needs. The project team is coordinating closely with the ORCA replacement project team to ensure alignment as ORCA replacement plans are refined. This close and ongoing coordination will help manage, mitigate and reduce risk as the requirements for these projects are refined. .

Mobile Ticketing Pilot Project

There are no technical impacts or immediate dependencies between the ORCA Replacement Project and the Mobile Ticketing Pilot Project. The primary goal of the mobile ticketing pilot is to assess if mobile ticketing will help reduce cash transactions on the vehicle and provide customers a convenient way to pay their fares. This pilot is intended to allow Metro to evaluate the efficacy of this solution, as well as to gauge public interest and assist in developing requirements and operational practices for the potential full roll-out of a mobile ticketing system. The system is intended to complement the current ORCA smart card system and provide options for infrequent transit users, visitors from out of town, and any other customers who would otherwise pay by cash.

The mobile ticketing contract includes options for closing down the demonstration after the pilot phase, and for extending the pilot into ongoing operations. The decision about which option to pursue will be addressed in the report that summarizes the results of the demonstration.

F. Equity and social justice impacts to be considered in the replacement of ORCA.

The ORCA replacement project has the potential to support King County's equity and social justice priorities. The replacement system will enable Metro to continue providing discounted fares for:

- Low-income adults (ORCA LIFT)
- Youth
- Seniors and riders with disabilities.

The next generation of ORCA will be designed to give all customers convenient ways to acquire regional transit fare media like the current ORCA cards. Moving ORCA to an open, account-based system will expand options for all customers to access ORCA fare media using their own smart phones/devices or credit cards.

As noted in Section C above, the ORCA replacement system could allow the ORCA agencies to provide customers with "fare capping" instead of purchasing passes. This would be of significant benefit to low-income riders who may find it difficult to pay the full price of a monthly pass all at once.

G. Network and electronic payment security issues to be considered in the replacement of ORCA.

The current ORCA system regularly undergoes system updates to improve electronic payment security and minimize risks in this area. The ORCA Security Committee, representing each ORCA agency and the current vendor, monitors the system and plans and implements system security enhancements on an ongoing basis. The ORCA Security Committee is moving to align its procedures with the recently developed National Institute of Standards and Technology (NIST) Cybersecurity Framework. The updated ORCA Security Framework will provide a foundation for establishing the security of the next generation of ORCA and continuously looking for opportunities to improve our security posture.

In the context of both ORCA and its replacement, the ORCA agencies are working to significantly reduce the Payment Card Industry (PCI) security burden for the region. Through various technology and architecture approaches we are working to remove storage or processing of payment card information on agency networks or equipment. The next generation of ORCA will not solve or eliminate these issues, but we will continue work to address and mitigate PCI security risks to the greatest extent possible. The next generation of ORCA will provide the opportunity to embed enhanced security strategies within the system architecture rather than layering them on top of it. The ORCA replacement system is proposed to be modular, permitting the region to target security issues as they arise and adapt to new threats more easily.

Appendix A. Project Benefits Achievement Plan

IT Project Benefits Achievement Plan (Version 2)

Section 1. What are the purposes of the Benefit Achievement Plan (BAP)?

1. To achieve a clear understanding and focus on the benefits of a project prior to its beginning
2. To update projected benefits of the project as it moves through stages of project approval, implementation, and post-project closure
3. To establish accountability for identifying and achieving benefits
4. To ensure that benefits are achieved

To complete this document fully, please read all of the colored sections and fill in the white cells. For assistance in completing this form, please contact your PSB analyst.

King County Department/Agency Name	DOT/Transit
Project Title	ORCA Replacement Planning
EBS Project Number	

Section 2. Business Owner Accountability

Business Owners are responsible for achieving project benefits and ensuring this Benefit Achievement Plan (BAP) is regularly updated and completed when benefits are achieved. Business Owners are required to be at the deputy department director or higher.

Business Owner Name and Title: Kevin Desmond, Transit General Manager

Section 3. Who is involved in developing the Benefit Achievement Plan?

The development of the BAP should include significant involvement from the business operations or management staff related to this project and the services it will support. Consider involving staff who will be using the technology to help identify the benefits of the project. KCIT business analysts or technology project staff may assist in benefit identification and documentation. List the staff who contribute to the benefit achievement plan below:

Name	Title / Agency	Project Role
Dan Overgaard	Supervisor, DOT Transit Division	Stakeholder
Kathleen McMurray	Supervisor, DOT Transit Division	Stakeholder
Jill Krecklow	Finance Manager, DOT Transit Division	Finance Manager

Section 4. When should the Benefit Achievement Plan be started, updated and completed?

The BAP is intended to be an iterative, evolving document that will be updated as the project evolves, as information is refined or scope changes, and when benefits are finally achieved. Department and agencies (the business owners of project benefits) are required to update this document at the following times or actions:

1. To support initial project request during "gate two" phase of conceptual review.
2. For the annual Benefits report that PSB compiles.
3. To support funding release requests. If there are no changes, simply indicate "review only" in the revision table.
4. When a material scope change is identified and reported.
5. Up to one year after project completion and then annually until it is determined by the business owners that anticipated benefits have been achieved or no further benefits are expected.

Once the project is complete and benefits are achieved and reported, no additional reporting is required.

Please update the document online. Do not delete your previous text. Update the text as necessary and date those updates. Make sure that you upload the updated version to Innotas. The intent is for this single document to show the history of benefits over the course of the project. List any changes in the table in section 5. (If there are no changes, type none)

Section 5. How long will it take to complete the benefit achievement plan?

Completion of the BAP depends on the project's complexity. In general, it should take a few hours to complete this BAP form once there is a shared understanding of the project and what value it will bring to the County. More complex and costly projects may require more extensive analysis. To improve this process in the future, please record the time spent on this in the table below at each stage of revision:

Revision History Table

Stage	Date	Revised By	Description	How long did it take?
Please use conceptual review, budget process, funding release, annual report, project implementation, or project completion.	*Date this document was updated*	*Who did the document updates?*	*A brief summary of what changed in the document. If this is an initial draft, please indicate new. If nothing has changed, indicate "review only."*	*How long did it take to complete or revise the form at this stage?*
Conceptual review	9/4/2014	Kathleen McMurray	New, initial draft	6 hours
Annual Report	2/18/2015	Catherine Boon	Review only	.25 hours
Council Proviso	1/12/2016	Kathleen McMurray	Updates in Section Category #3	.25 hours

Section 6. Description of Project Benefits

Identify the category(ies) of benefits your project will provide and include narrative descriptions of estimated benefits. The benefits of IT investments generally fit into the following four categories:

1) External service benefits: Improving the quality or quantity of services provided to the public
2) Internal service benefits: Improving internal operations, including the quality or quantity of internal services
3) Maintaining service levels by replacing or upgrading older technology, reducing risk of system failures, or providing regulatory compliance
4) Reduced cost to produce services (internal or external)

Each category is described below. Most projects will have benefits in one or two categories. If the project does not have benefits in a category, there is no need to provide information for that category.

What is the primary benefit of your project? After reviewing the benefit categories below, please identify the primary type of benefit for the project. For most projects, the primary type benefit will be Category #2 improving internal operations or Category #3 replacing or upgrading older technology.

Primary project benefit? (Check only one)

☐ Category #1: External service benefits: Improving the quality or quantity of services provided to the public

☐ Category #2: Internal service benefits: Improving internal operations, including the quality or quantity of internal services

X Category #3: Maintaining service levels by replacing or upgrading older technology, reducing risk of system failures, or providing regulatory compliance

☐ Category #4: Reduced cost or cost avoidance to produce services

Category #1: External service benefits: Improving the quality or quantity of services provided to the public. This category is intended for projects that directly benefit the public. This includes improved quality of service, such as faster response times and better access to services for the public.

Example: *If this project to upgrade our licensing software is approved, licenses will be issued in two business days instead of the four days currently required. This is largely due to the ability of the new software to check national and state databases more efficiently. About one-quarter of our customers currently complain about the delay in obtaining a license and this time reduction is expected to eliminate almost all complaints and allow staff resources to be directed to other customer services.*

Example: *If this project to accept on-line reservations is approved, residents will be able to schedule athletic fields over the Internet and make payments by credit card. This will allow scheduling to occur at any time, rather than the current limited hours available for in-person or phone reservations. In-person and phone reservations will still be available.*

The above examples are summaries. Please respond to each question listed below rather than provide a summary.

1. *Describe why you expect the proposed IT investment to produce the benefit(s).*
   This project is to fund King County's participation in the detailed planning and scoping to replace the existing regional ORCA smart card fare collection system. The ORCA agencies have agreed to a number of strategic objectives for the ORCA replacement project of which the following are designed to improve the quality of services provided to the public.

   - *Improve customer experience*
     - *Programs for unbanked/underbanked--create programs that make it easier for customers without banking relationships to use ORCA to purchase tickets, take advantage of ride discounts and participate fully in any services ORCA may offer.*
     - *Business and institutional programs--continue to provide programs that cater to the needs of local businesses and leverage the scale that their constituents provide*
     - *Instantaneous availability of loaded value--increase customer satisfaction by eliminating the waiting period for value added to the ORCA cards*
   - *Increase ORCA usage*
     - *All modes--make ORCA easily usable on all modes of transport*
     - *Market penetration--make ORCA available through as many venues as possible in addition to the current retail network and ticket machines*

2. *How will you measure the benefit(s)? (How will you know if the benefit has been achieved?)*
   This is a planning project, therefore the benefits to the public will not be fully realized at its completion. However, the scope of this project includes development of detailed requirements for the new system. The benefits of this planning project will be measured by the inclusion of the following requirements in the planning project deliverables:
   1. The system must address the needs of the customers with limited or no access to bank accounts.
   2. The system must provide programs that support Metro's institutional customers (such as schools and local businesses).
   3. The system must provide instantaneous availability of loaded value. Note: Currently, due to limitations in the technology, a customer must wait up to 48 hours for fare value purchased via the ORCA website to be available on their ORCA card.
   4. ORCA must be easily available for use on all modes of transportation.
   5. ORCA availability must be expanded beyond the current retail network and ticket vending machines.

3. *What is the current baseline for this measure?*
   The current baseline for this measure is that there are no detailed requirements for a next generation ORCA system.

4. *What is the target for this measure? (How much improvement will this project achieve?)*
   This is a planning project, therefore the benefits to the public will not be fully realized at its completion. Therefore, the target baseline for this measure is a set of detailed requirements for a next generation ORCA system that include the strategies identified to improve the customer experience and to increase ORCA usage.

5. *When is the benefit likely to be achieved?*
   These detailed requirements are likely to be finalized by the end of 2016.

Category #2: Internal service benefits: Improving internal operations, including the quality or quantity of internal services. Be sure to explain the value of such improvements to your operations.

Example: *If this project to acquire hand-held devices and develop custom software is approved, inspectors will be able to check an average of 10 sites per day compared with the average of 6 currently checked. This will allow the agency to handle the 20% increase in workload projected in the next three years without adding more staff..*

Example: *If this project to implement a systems management tool for the Service Center is implemented we will be able to reduce the duration of technology outages during major incidents by 30 percent. We also will reduce the wait time for customers on hold with the Service Center. These improvements will allow us to redirect an existing position to other priorities.*

Example: *The Active Directory Consolidation project is part of an overall effort to promote IT standardization. This project will make the current management of user accounts, applications, and devices easier for IT administrators at Public Health because the end user experience will also be improved by having a single sign-on to applications such as Lync, SharePoint, and Outlook. Our success will be measured by having a single set of procedures and security models rather than the multiple ones that now exist.*

The above examples are summaries. Please respond to each question listed below rather than provide a summary.

1. *Describe why you expect the proposed IT investment to produce the benefit(s).*
   This project is to fund King County's participation in the detailed planning and scoping to replace the existing regional ORCA smart card fare collection system. The ORCA agencies have agreed to a number of strategic objectives for the ORCA replacement project of which the following are designed to improve internal operations.
   - *Fiscal responsibility*
     - *Lower Total Cost of Ownership (TCO)--ensure that the new system is cost-effective to implement and efficient to operate.*
     - *Lower upgrade and improvement costs—increase the use of state-of-the-art technology to create efficiencies, and design a system that is modular enough to be easily upgraded as technology changes*
   - *Operational efficiency*
     - *Roll out new functionality and upgrades faster--use technology and governance to enable the region to quickly assess and pilot new technology features and implement them efficiently.*
     - *Make data easier to access for agencies and public--allow agencies to find, analyze and report information easily.*

2. *How will you measure the benefit(s)? (How will you know if the benefit has been achieved?)*
   This is a planning project, therefore the benefits to King County will not be fully realized at its completion. However, the scope of this project includes development of detailed requirements for the new system. The benefits of this planning project will be measured by the inclusion of the following requirements in the planning project deliverables:
   1. The system must be cost effective to implement and efficient to operate.
   2. The system must use state-of-the-art technology and be easily upgraded as technology changes.
   3. The system must provide the ability to quickly and efficiently roll out new functionality and upgrades.

4. The system must provide easy access to data by allowing agencies to find, analyze and report information easily.

3. *What is the current baseline for this measure?*
The current baseline for this measure is that there are no detailed requirements for a next generation ORCA system.

4. *What is the target for this measure? (How much improvement will this project achieve?)*
This is a planning project, therefore the benefits to the agency will not be fully realized at its completion. Therefore, the target baseline for this measure is a set of detailed requirements for a next generation ORCA system that include strategies that are fiscally responsible and improve operational efficiency

5. *When is the benefit likely to be achieved?*
These detailed requirements are likely to be finalized by the end of 2016.

Category #3: Projects that maintain service at current levels by either replacing or upgrading older technology, reducing the risk of system failures, or providing regulatory compliance. If the project will result in improvements to external or internal services or cost savings, please note those benefits in the appropriate categories.

Example: *This project will upgrade PeopleSoft from 9.0 to 9.2. This upgrade is necessary because vendor support for 9.0 will be ending in 2015 and that creates a large risk for the County. Without vendor support the County will not receive tax and regulatory updates and will likely result in errors in complying with tax and regulatory issues.*

Example: *This project will implement an Advanced Authentication solution which will allow King County to comply with U. S. Department of Justice - Federal Bureau of Investigation, Criminal Justice Information Services (CJIS) Security Policy Version 5.0, Section 5.6.2.2. Effective September 30, 2013, advanced authentication (AA) must be in place in order to access sensitive CJIS information.*

1. *Describe why you are proposing to upgrade or replace existing technology. Please include age of existing technology and the average life cycle replacement for this type of technology.*

This project is to fund King County's participation in the detailed planning and scoping to replace the existing regional ORCA smart card fare collection system. The ORCA system was deployed in 2009 and is now used for nearly 65% of all fares collected on King County Metro service. The system includes field devices (ORCA readers and other devices) that are operated by the 7 participating ORCA agencies (Community Transit, Everett Transit, Kitsap Transit, Pierce Transit, Sound Transit, Washington State Ferries and King County Metro). In addition, there is a central clearinghouse that stores ORCA data and distributes fare revenue based upon a complex set of business rules established by the ORCA agencies. This clearinghouse is hosted and operated by the ORCA contractor under an operating and maintenance agreement. This agreement ~~ends in 2020~~ is effective through 2021.

King County and its partner agencies are starting to plan for the next generation of fare collection in the Puget Sound region. Since King County is the largest transit operator in the region and has significant interest in influencing the design and strategic direction for the new system, its participation in the planning and procurement for the new system is critical.

If this project to fund King County's participation in the detailed planning and scoping to replace the existing ORCA smart card fare collection system is approved, King County will be able to properly

participate in the regional planning effort. The scope of this effort will be participation in the regional planning process, the development of detailed requirements, and the possible start of a procurement process for the replacement system.

Transit expects to submit a follow-on request with system procurement and implementation costs in the 2017/2018 budget cycle.

2. *If the primary reason for the project is risk reduction project, please estimate the probability of the risk or describe how likely it is to occur.*

The ORCA clearinghouse collects, reconciles and apportions fare revenue between King County and the other six participating ORCA agencies. The ORCA vendor maintains and operates the ORCA clearinghouse under an operating agreement that expires in ~~2020~~ 2021. An extension of this agreement is extremely unlikely. Should the agreement end and the clearinghouse cease to operate without a replacement system in place, King County will be without its primary fare collection system. This is a significant risk to business continuity.

In addition, the ORCA equipment and clearinghouse systems are approaching end of life, from a technology perspective, and by ~~2020~~ 2021 will be obsolete.

For these reasons, the ORCA Joint Board (General Managers and CEOs of the participating agencies) has initiated a planning project to define a next generation ORCA system that will build on the success of the current system while also improving the experience for both the agencies and customers. If Metro is not able to fully participate in the planning and requirements definition phase of this effort, the risk is high that Metro will not be in a position to influence the strategic direction and that its needs will not be adequately met by the new system.

Category #4: Reduced cost to produce service (external or internal) or cost avoidance
This category is for those projects that will reduce the costs to deliver a county service (external or internal). The information provided here should be consistent with the information in the cost-benefit analysis (CBA) form. Please describe how the cost savings will be used by your organization. This category also includes cost avoidance. Cost avoidance is those costs that the County would need to pay, has the capacity and intent to pay, but will be avoided due to the project.

Example: *Reduced cost to produce service. If this project to install accounts payable software is approved, we will automate three tasks that are currently done manually by agency and central purchasing employees. Based on experience of other users of the software, this will reduce processing time from the current average of ten days to less than one. This will allow us to take advantage of prompt payment discounts for over $15,000,000 of annual purchases. These discounts average 2%, yielding annual savings of about $300,000. This will result in savings in department expenditures for those items qualifying for prompt payment discounts.*

Example: *Cost Avoidance. Moving to this new vendor that uses a SaaS product, we will avoid the need to upgrade the system to the newest version which goes end-of-life at the end of next year. We were required to make this upgrade due to regulatory reasons, so this represents a cost avoidance of $100,000.*

The above examples are summaries. Please respond to each question listed below rather than provide a summary.

1. *Describe why you expect the proposed IT investment to reduce costs?*
2. *How will you measure the cost reduction or cost avoidance? (How will you know if the benefit has been achieved)*
3. *What is the current baseline?*
4. *What is the target for this measure? (How much savings will this project achieve)*
5. *When is the cost reduction likely to be achieved?*

Section 7. Benefit Achievement Summary

Benefit Achievement Summary

To be completed when benefits have been achieved or no further benefits are expected. *For each of the benefits you identified above, explain whether benefits were achieved at target levels. Please include both quantitative measures and qualitative descriptions of benefits, including any monetary benefits. Use the measures identified above. If not achieved, explain why.*

Example: *This project, to repair an emergency radio tower, was successfully completed in April 2014. The anticipated benefit was to maintain current service levels at 99.999% up time for an additional five years. This project is currently functioning at 99.999% up-time and will report annually for the next five years on up-time levels.*

If one of these towers failed physically, the cost to the county would be enormous, generally in the neighborhood of $500K - $1 Million per tower depending on the construction techniques and size. User agencies on the emergency radio system will benefit by having infrastructure systems in place that will be assured of not experiencing catastrophic failures due to lack of maintenance.

Example: *This project to automate accounts payable software was implemented and did improve the processing time average. The average time was reduced from 10 days to 2 days, not quite reaching the 1 day target. Additionally, only 20 percent of purchases received a prompt payment discount resulting in less cost swings than anticipated. We did not meet the target because there were fewer purchases that qualified for prompt payment than originally estimated.*

Example:

Metric Description	Metrics	Baseline	Target	Actual
Reduce cost to deliver service. This project reduced processing time from the current average of ten days to less than one allowing us to take advantage of prompt payment discounts.	*Processing Time annual savings, and percentage of purchases receiving prompt payment discounts*	• *10 days processing time* • *10 percent of purchases are receiving discount* • *Savings of $100,000*	• *1 day processing time* • *30 percent of purchases are receiving prompt payment discounts* • *$400,000 savings*	*2 day processing time* *20 percent of purchases are receiving prompt payment discounts* *$200,000 savings*

King County

Dow Constantine
King County Executive
401 Fifth Avenue, Suite 800
Seattle, WA 98104-1818
206-263-9600 Fax 206-296-0194
TTY Relay: 711
www.kingcounty.gov

RECEIVED
2016 APR -7 AM 9: 39
CLERK
KING COUNTY COUNCIL

RECEIVED
2016 MAR 31 PM 3: 55
CLERK
KING COUNTY COUNCIL

March 29, 2016

The Honorable Joe McDermott
Chair, King County Council
Room 1200
COURTHOUSE

Dear Councilmember McDermott:

As required by Ordinance 17941, Section 129, Proviso 1, I am transmitting to the King County Council a motion for acceptance of the "ORCA Replacement Project" report.

Ordinance 17941, section 129, Proviso 1.

> *Of the appropriation for capital project 1124456, ORCA replacement implementation, $250,000 shall not be expended or encumbered until the executive transmits a report on ORCA replacement issues and a motion that accepts the report and the motion is passed by the council.*

For many years, the King County Council and the boards of other transit agencies in the Central Puget Sound Region have provided policy direction to promote transit use by simplifying fare payment for riders traveling between agencies in the region. This began in 1999, with the adoption of fare policies and the Puget Pass Agreement that established a system of regional passes and transfers. This policy direction continued with the adoption of an interlocal agreement (ILA) in 2003 for developing the One Regional Card for All (ORCA) system, and again in 2009 for the ongoing operation of the ORCA system. As a result, our region is recognized as a national leader in regional transit fare coordination.

In the time since the original ORCA system was designed, technology has changed substantially. The ORCA Replacement Project is an effort by the seven transportation agencies in the ORCA system to plan for the next generation of electronic fare collection. The project will provide an opportunity for the agencies to take advantage of new technologies and ensure that a replacement system is ready for customers when the current system reaches the end of its useful life.

King County is an Equal Opportunity/Affirmative Action Employer and complies with the Americans with Disabilities Act

The project may also present opportunities to further simplify the ORCA agencies' fare structures. As called for in the ordinance, the ORCA Replacement Project report outlines a workplan that identifies how and when the King County Council and other agency boards will be involved in decisions about fare policies and fare structure that will guide the development of the ORCA replacement system. Should the ORCA Joint Board conclude that significant changes in current regional coordination efforts are worth serious consideration by policy makers, they will propose convening a Regional Fare Policy Workshop to try to develop consensus recommendations for such changes. This would involve representatives of the King County Council and the boards of the other agencies.

Work on the project to date suggests that further simplification of fares could potentially reduce capital and operating costs. Fare simplification could also benefit transit customers by making fare payment easier to understand, reducing interactions with transit operators, and speeding transit service by reducing the time it takes to pay fares. This report identifies the elimination of Metro's zone structure and peak/off-peak fare differential as fare structure changes that would help further simplify regional transit fares. Such changes would require King County Council action. Any proposal to simplify fares would have to assess the impacts on revenue, ridership and other adopted transit fare policies, including effects on equity and social justice.

The report also includes an update of the ORCA Replacement Project's benefit achievement plan, an assessment of the impacts to and dependencies on other transit technology initiatives, and a discussion of network and electronic payment security issues that will be considered as part of the project.

The ORCA system supports the mobility goals of the Strategic Plan as integrated fare payment encourages riders to use all the transportation options that are available with a single fare product.

It is estimated that this report required 60 staff hours to produce, costing $3,600, with minimal printing costs.

Thank you for your consideration of this motion to accept the "ORCA Replacement Project" report.

If you have any questions, please contact Jill Krecklow, Finance Manager, Metro Transit Division, at 206-477-5899, or via email at Jill.Krecklow@kingcounty.gov.

Sincerely,

Dow Constantine
King County Executive

Enclosures

cc: King County Councilmembers
ATTN: Carolyn Busch, Chief of Staff
Anne Noris, Clerk of the Council
Carrie S. Cihak, Chief of Policy Development, King County Executive Office
Dwight Dively, Director, Office of Performance, Strategy and Budget
Harold S. Taniguchi, Director, Department of Transportation (DOT)
Rob Gannon, Interim General Manager, Metro Transit Division, DOT
Victor Obeso, Deputy General Manager, Planning and Customer Services, Metro Transit Division, DOT
Jill Krecklow, Finance & Enterprise Operations Manager, Metro Transit Division, DOT

[Blank Page]

Strategy 6.3.2: Establish fare structures and fare levels that are simple to understand, aligned with other service providers, and meet revenue targets established by Metro's fund management policies.
Metro's fare structure and fare levels should enable Metro to meet cost-recovery targets that are established by fund management policies adopted by the King County Council. Fares should be set to reflect the cost of service, promote operational efficiency, ensure regional coordination, minimize impacts of fares on those least able to pay, and reduce the cost of fare collection. Metro fare prices should strike a balance between revenue generation objectives and the need to maintain existing service and attract new ridership. Metro's fares will comply with state and federal regulations. The fare structure and level should be reviewed biennially.

Metro works with the region's transit agencies to coordinate fares and schedules. Several transportation agencies including Metro collaborated to introduce One Regional Card for All (ORCA), the regional fare payment method that enables customers to use one card to pay their fare on multiple systems throughout the Central Puget Sound area.

Metro also regularly works with other agencies to coordinate policies, practices and services throughout the Puget Sound region to provide a consistent transit experience for customers. Simple and consistent fares are important to make transit easy to use for both new and existing transit riders.

[Blank Page]

P7 PROVIDED FURTHER THAT:

Of this appropriation, $250,000 shall not be expended or encumbered until the executive transmits a report and a motion that accepts the report, and the motion is passed by the council. The motion shall reference the subject matter, the proviso's ordinance, ordinance section, and proviso number in both the title and body of the motion.

The report shall include, but not be limited to:

A. An analysis of the costs and benefits of transitioning to a cashless fare system and to eliminate paper transfers;

B. A list of current countywide and transit division policies that would affect a decision:

1. To transition to a cashless fare system; and
2. To eliminate paper transfers;

C. A draft step-by-step process and timeline for a potential transition to a cashless fare system and elimination of paper transfers. The timeline should include a range of options to implement a cashless system and elimination of paper transfers, including two-, four- and six-year transition periods;

D. A list of all capital projects, with cost estimates, that would be affected or required by the transition to a cashless fare system, including future capital projects that could be avoided;

E. An analysis of the equity and social justice impacts of options identified. The analysis should include, but not be limited to, identification of segments of the population that

might face barriers in accessing transit service as a result of changes, and recommendations of additional strategies or actions needed to reduce or eliminate any identified barriers; and

F. Additional information on the challenges identified in the 2014 Report on Transit Fares.

The executive must file the report and motion required by this proviso in the form of a paper original and an electronic copy with the clerk of the council, who shall retain the original and provide an electronic copy to all councilmembers, the council chief of staff, the policy staff director and the lead staff for the transportation, economy and environment committee, or its successor.

King County

Metropolitan King County Council
Transportation, Economy and Environment Committee

STAFF REPORT

Agenda Item:	8	**Name:**	Paul Carlson
Proposed No.:	2016-0005.2	**Date:**	May 31, 2016

SUBJECT

Proposed Ordinance 2016-0005 would adopt updates to the Strategic Plan for Public Transportation 2011-2021 and King County Metro Service Guidelines.

SUMMARY

Proposed Ordinance 2016-0005 would approve updates to the Strategic Plan for Public Transportation 2011-2021 (Transit Strategic Plan) and King County Metro Service Guidelines (Service Guidelines). The Regional Transit Committee (RTC) approved the proposed ordinance, with amendments, on April 27, 2016.

BACKGROUND

The legislative documents for Proposed Ordinance 2016-0005 are available at:

http://mkcclegisearch.kingcounty.gov/LegislationDetail.aspx?ID=2537165&GUID=758FA021-F52A-4A97-A3F3-EAABA721D3B0&Options=ID|&Search=2016-0005

Legislative Process

Proposed Ordinance 2016-0005 is a mandatory referral to the RTC under King County Charter section 270.30, with subsequent referral to the Transportation, Economy and Environment Committee. Starting in January, the RTC reviewed the proposed ordinance and its attachments, approving a revised and amended proposal on April 27.

The Transportation, Economy and Environment Committee was briefed on the proposal on March 1, 2016. Materials provided for this briefing included an overview of the policy context for the 2011 enactment of the Transit Strategic Plan and Service Guidelines, their key points, and how Service Guidelines implementation affected transit service changes starting in 2012.

During 2015, a Service Guidelines Task Force was convened to evaluate the Transit Strategic Plan and Service Guidelines. This Task Force's recommendations are the most significant source of changes to the Transit Strategic Plan and Service Guidelines.

Policy Context

In 2010, in response to Metro's ongoing financial challenges and regional interest in improving efficiency of the bus system, the Regional Transit Task Force (RTTF) was convened. The work of the RTTF was the foundation for the Transit Strategic Plan and King County Metro Service Guidelines that are in place today. Among its recommendations, the RTTF called for transparent, performance-based guidelines emphasizing productivity, social equity, and geographic value.

The Transit Strategic Plan:

- Defines King County Metro's vision,
- Provides background information on Metro Transit's function and challenges,
- Establishes eight broad Goals each of which is associated with one or more Objectives that describe what Metro must do to achieve its Goals,
- For each Objective, defines Strategies for achieving the Objectives, and
- Lists performance measures that are used to assess progress in accomplishing the strategies.

The Service Guidelines – the King County Metro Service Guidelines contain the guidelines called for by the RTTF. These Guidelines:

- Define the all-day and peak network of Metro Transit corridors connecting Regional Growth Centers and Metro-designated Transit Activity Centers. Target service levels on these transit corridors are identified through a scoring system that awards points for productivity, social equity, and geographic value.
- Establish measures of route productivity, passenger loads, and schedule reliability to assess Metro system performance.
- Define service design criteria for individual bus routes and the overall bus route network.
- Outline the use of performance measures and design factors to manage the system.

The Service Guidelines affect all parts of Metro's service design process. Perhaps their most visible role is to provide a policy framework for adding or reducing bus service as budget capacity may require. The Guidelines have informed significant restructures of bus service in response to new RapidRide bus lines and Link Light Rail extensions. During the recession, Metro used the Guidelines to develop proposals for steep reductions in bus service. Some of these reductions were implemented, although the County Council approved a 2015-2016 biennial budget that avoided most of the service cuts.

As part of the biennial budget, the Service Guidelines Task Force was convened to assess the Service Guidelines' impacts. The Task Force met during 2015 and held its final deliberative meeting on October 7, 2015. The Task Force reached consensus agreement on Principles, Recommendations, and a Report.

More detailed information on the Task Force is at:

http://metro.kingcounty.gov/advisory-groups/service-guidelines-task-force/

This website includes the final Report and the materials provided to the Task Force.

Recommendations of the Service Guidelines Task Force are grouped into three topic areas: Target Service Levels and System Evaluation, Centers and Corridors, and Alternative Services.

Access to Transit Study

The Access to Transit Study concerns the means by which riders reach their bus stops. The two-phase Access to Transit Study is a requirement of Ordinance 17641, approving the 2013 update of the Strategic Plan for Public Transportation 2011-2021. The final, Phase 2 Report has been transmitted to the County Council, along with Proposed Motion 2016-0018 accepting the Report (now pending in the RTC). The legislative packet for the Phase 2 Report is available here:

http://mkcclegisearch.kingcounty.gov/LegislationDetail.aspx?ID=2541054&GUID=7699C402-B1B2-4DA0-ACC0-839630CE31A5&Options=ID|&Search=2016-0018

The Phase 2 Report is the third and final report of King County Metro's Access to Transit Study. Addressing input about park-and-ride facilities, biking and walking infrastructure, transit-to-transit and other last-mile connections, interjurisdictional collaboration, and Metro performance measures, the Report identifies findings relating to these issues as well as Transit-Oriented Development (TOD) and security.

The Access to Transit Study informs proposed changes to these elements of the Transit Strategic Plan: Objective 3.2 and Strategies 3.2.2, 3.2.3, and new strategy 3.2.4; Objective 3.3 and Strategies 3.3.1 and 3.3.2; and proposed changes in performance measures.

ANALYSIS

As amended by the RTC, there are changes to the proposed ordinance, as well as Attachment A (update to the Strategic Plan) and Attachment B (update to the Service Guidelines).

Proposed Changes

Here is an overview of the proposed changes to the Transit Strategic Plan and Service Guidelines – an asterisk (*) denotes the places where the Regional Transit Committee made revisions (this overview does not describe the technical edits and corrections nor the updates to ensure that recent events and current data are reflected):

[Blank Page]

Transit Strategic Plan

Service Guidelines Task Force recommendations

1. Revise strategies 2.1.1 and 2.1.4 to support the expansion of Metro's alternative services by developing an extensive range of such services, serving new markets, and developing partnerships*.
2. Revise strategies 3.1.1 and 3.1.2 to support improved mobility through the expansion of public-private partnerships, partnerships with private transportation operators, and partnerships that encourage transit options for low-income workers.
3. Revise strategy 6.1.1 to be consistent with proposed revisions to the Service Guidelines that clarify the purposes for which the guidelines are used.

Access to Transit Study

4. Modify strategies 3.2.2, 3.2.3, 3.3.1, and 3.3.2 to better characterize how Metro will value park-and-rides and all types of access to transit.
5. Modify objective 3.2 and strategies 3.2.2 and 3.2.3, and add strategy 3.2.4*, to address how Metro will facilitate convenient and safe access to transit by all modes.
6. Change performance measures to better assess how well people can access the transit system.

Clarifying policy intent

7. Update objectives 4.1 and 4.2 to reflect the greenhouse gas emissions reduction targets in the County's Strategic Climate Action Plan.
8. Update out-of-date information in Strategy 6.2.1.
9. Update strategy 6.3.1 to more clearly describe what Metro does when revenue-backed service expires*.

Service Guidelines

Service Guidelines Task Force recommendations

1. Modify the way Metro evaluates corridors to better reflect productivity, social equity and geographic value. This proposed change would have the effect of increasing target service levels and the measured overall need for transit services.
2. Change the definition of "low income" used in setting target service levels from 100% of the federal poverty level to 200% of the federal poverty level, in line with the ORCA LIFT program and many other human service programs.
3. Establish a minimum service level of every 60 minutes for corridors and routes*.
4. Provide greater protection for peak-only services in the event of major service reductions.
5. Modify Metro's service types so that comparable services are measured against one another.

6. Expand the description of Metro's planning and public outreach process and how the agency engages and works with the community*.
7. Expand the description of the Alternative Services Program as a way to meet diverse needs.
8. Expand the descriptions of how Metro will partner with communities and with private partners to build the best transit network possible*.
9. Expand the description of the different factors Metro considers when making investments.
10. Give more consideration to the relative impacts to all parts of the county when making service reductions.

Clarifying policy intent

11. Remove cost/farebox recovery from the service levels analysis because it does not reflect actual farebox recovery and is a redundant measure.
12. Modify the way Metro measures passenger crowding from a measure based on seats to one based on square footage in buses.
13. Modify the corridor list to match up the current list with the service Metro provides. Corridors have changed due to system changes (restructures, adding, deleting service) over the past four years.

RTC ACTION

On April 27, 2016, the RTC amended the proposed ordinance to provide additional legislative history for the alternative services program and to provide for regular updates to the RTC on the alternative services program. Because Proposed Ordinance 2016-0005 entirely replaces the Transit Strategic Plan and Service Guidelines, the RTC amendment carries out the Code Reviser recommendation to repeal the sections of Ordinances 17143, 17386, and 17641 that approved the current Transit Strategic Plan and Service Guidelines.

ATTACHMENTS

1. Proposed Substitute Ordinance 2016-0005 and attachments (as amended)
2. Transmittal Letter
3. Fiscal Note

INVITED

- Victor Obeso, Deputy General Manager Planning and Customer Services, King County Transit Division
- Christina O'Claire, Manager Strategy and Performance, King County Transit Division
- Andrew Brick, Transportation Planner, King County Transit Division

KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

May 26, 2016

Ordinance

Proposed No. 2016-0005.2 **Sponsors** Dunn

AN ORDINANCE relating to public transportation; adopting updates to the Strategic Plan for Public Transportation 2011-2021 and the King County Metro Service Guidelines; and repealing Ordinance 17143, Section 3, Ordinance 17386, Section 1, Ordinance 17641, Section 1, and Ordinance 17143, Section 4, as amended.

STATEMENT OF FACTS:

1. The King County council adopted the King County Metro Strategic Plan for Public Transportation 2011-2021 ("strategic plan") and the King County Metro Service Guidelines ("service guidelines") in July 2011.

2. The regional transit task force recommended that the strategic plan and service guidelines focus on transparency and clarity, cost control, productivity, social equity, geographic value and sustainable funding.

3. In 2010, the first-ever countywide King County Strategic Plan 2010-2014 was adopted via Ordinance 16897, establishing prioritized goals, objectives and strategies for the programs and services of King County government. This countywide plan was also intended to provide a

framework for all agency-level strategic planning, including planning for the transit division.

4. The strategic plan and service guidelines build on the King County Strategic Plan 2010-2014 and the policy framework and recommendations of the regional transit task force and are also guided by the challenges King County Metro faces: population and economic growth, demographic changes, funding, the environment, customer service and satisfaction, access to transit, and an evolving transportation system.

5. The strategic plan and service guidelines are meant to be living documents setting the policy for and guiding the implementation of the Metro transit service network while responding to growth throughout the county, while also incorporating regular review of policies by the regional transit committee.

6. Ordinance 17143, Section 6, which adopted the strategic plan and service guidelines, directed the executive to transmit to the council an ordinance to update the strategic plan and service guidelines by April 30, 2012, 2013 and 2015, and as necessary thereafter for the purpose of validating policy intent of the strategic plan.

7. Ordinance 18029, Section 1, changed the due date for the April 30, 2015 update to December 15, 2015, to allow for the formation of a regional stakeholder task force called for in the 2015/2016 Biennial Budget Ordinance, Ordinance 17941, Section113, Proviso P1 to provide

recommendations that influence the updates to the strategic plan and service guidelines.

8. In February 2015, the council passed Motion 14304, adopting the work plan for a regional stakeholder transit task force that convened from March through October 2015. The task force made consensus recommendations in October, 2015 after reviewing the following policy areas identified in the charge:

a. How transit service performance is measured as specified in the service guidelines to reflect the varied purposes of different types of transit service;

b. Approaches to evaluating how the goal of geographic value is included in the service guidelines, including minimum service standards;

c. Approaches to evaluating how the goal of social equity is included in the service guidelines;

d. Financial policies for purchase of additional services within a municipality or among multiple municipalities; and

e. Guidelines for alternative services implementation.

9. In addition to changes recommended by the regional stakeholder task force, the legislation and updates to the strategic plan and service guidelines include:

a. Changes necessary to account for separately adopted transit policy documents including updating the strategic plan and service guidelines;

b. Any proposed changes to address unanticipated issues associated with implementing the strategic plan and service guidelines, including the factors that implement the concepts of productivity including land use, social equity and geographic value;

c. Changes that may be necessary to achieve the five-year implementation plan required in Ordinance 17143, Section 7;

d. Changes necessary to address the results of the collaborative process required in Ordinance 17143, Section 8; and

e. Additional substantive changes proposed following regional transit committee discussion.

10. In response to the regional transit task force recommendation to consider alternative service products, the strategic plan for public transportation establishes the goal of providing alternative services to areas that are not well-served by fixed route service. The alternative transit program was initiated through Ordinance 17143, Section 7, which directed the establishment of a five-year implementation plan for alternatives to traditional transit service delivery. Motion 13736 accepted the five-year implementation plan and requested an annual report on alternative services progress. Ordinance 17941, Section 113, as amended by Ordinance 18110, Section 49, Proviso P8, established the 2015-2018 alternative services demonstration program; and starting in 2014, the alternative services annual report has been included in the annual service guidelines report

required by Ordinance 17143, Section 5, as amended by Ordinance 17597, Section 1.

BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

SECTION 1. The King County Metro Strategic Plan for Public Transportation 2011-2021 is hereby updated as provided in Attachment A to this ordinance and the King County Metro Service Guidelines are hereby updated as provided in Attachment B to this ordinance.

SECTION 2. The following are each hereby repealed:

A. Ordinance 17143, Section 3;

B. Ordinance 17386, Section 1;

C. Ordinance 17641, Section 1; and

D. Ordinance 17143, Section 4, as amended.

SECTION 3. A. The regional transit committee intends to monitor progress in the implementation of:

1. The 2015-2018 alternative services demonstration program established by Ordinance 17941, Section 113, as amended by Ordinance 18110, Section 49, Proviso P8;

2. Strategic plan strategies 2.1.1, 2.1.4, 6.2.3 and 6.2.4; and

3. The Planning Alternative Services section of the service guidelines.

B. To allow the committee to more-effectively monitor progress in the implementation of alternative services and to consider possible future amendments to the strategic plan and service guidelines pertaining to prioritization criteria, performance measures and other aspects of the program, the transit division shall present updates to committee meetings at least quarterly and as requested by the chair and vice chair

through approval of committee agendas. Each update shall include but not be limited to a discussion of the status of community engagement efforts, project implementation, and selected performance indicators; in addition:

1. The third quarter 2016 update shall include a summary of the findings of the alternative services demonstration program eighteen month report required by Ordinance 17941, Section 13, Proviso P5;

2. The fourth quarter 2016 update shall be integrated with the annual service guidelines report chapter on alternative services and shall include a schedule and process for evaluating the prioritization criteria included in the 2015 service guidelines update to aid in prioritizing projects when the demand for alternative services exceeds the revenues necessary to fund said services;

3. The 2017 quarterly updates shall include a discussion of the schedule and process for evaluating the alternative services prioritization criteria to allow for regional transit committee participation in the process; and

4. The fourth quarter 2017 update shall be integrated with the annual service

guidelines report chapter on alternative services and shall include recommended options for prioritization criteria as directed by subsection B.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

_____

J. Joseph McDermott, Chair

ATTEST:

_____

Anne Noris, Clerk of the Council

APPROVED this _____ day of _____, _____.

_____

Dow Constantine, County Executive

Attachments: A. King County Metro Strategic Plan for Public Transportation 2011-2021 2015 Update, Rev. April 27, 2016, B. King County Metro Service Guidelines 2015 Update, dated April 27, 2016

[Blank Page]

Attachment A
Rev. April 27, 2016

King County
METRO

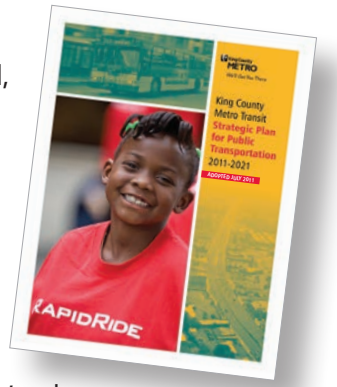
We'll Get You There

King County Metro **Strategic Plan for Public Transportation** 2011-2021

2015 UPDATE

LETTER FROM THE GENERAL MANAGER

Dear Friends,



Our strategic plan cover girl, Anaya, was only six when she appeared on the first edition of the plan in 2011. She has changed in the years since then, and so has Metro as we put the strategic plan and service guidelines to work.

Some highlights of what we've done:

- Enhanced safety—our number one goal—through more frequent bus operator safety training, a pedestrian awareness campaign, and stronger measures to protect our drivers.
- Launched the groundbreaking ORCA LIFT reduced fare program, making transit more affordable for people with low incomes.
- Supported our region's economy by getting more people to work as the job market rebounded. Metro delivered an all-time record of 121 million passenger trips in 2014.
- Brought new-generation hybrid buses and zero-emission electric trolleys into our fleet as we move toward our goal of an all-electric and hybrid fleet by 2018. We also completed a Sustainability Plan with goals for conserving energy and water, reducing climate pollution, managing waste, and growing transit ridership.
- Earned high marks from customers—90 percent of riders surveyed in 2014 were very or somewhat satisfied with our service. Service improvements, such as the six RapidRide lines we completed between 2010 and 2014, and improved communication tools like our new TripPlanner mobile app, are factors.
- Continued to focus on containing costs. One way we're doing this is to involve employees in Lean and process improvement projects.
- Engaged tens of thousands of county residents in planning services as we started RapidRide lines, restructured bus networks to serve customers better and more efficiently, coordinated Metro's services with Sound Transit's Link light rail, and developed alternative services to meet local community needs.
- Enhanced programs to help employees move up in the organization and to develop the next generation of leaders. The Partnership to Achieve Comprehensive Equity, formed in 2013, continues working to build and sustain an inclusive, fair and equitable workplace.
- Used the service guidelines every year to evaluate our transit system and help us provide efficient, high-quality service that meets the county's most important public transportation needs.

- Produced annual reports showing our progress toward the strategic plan objectives using the metrics defined in the plan. The reports also compare Metro's performance with that of peer transit agencies. Our online Accountability Center makes it easy for the public to find performance reports as well as monthly and annual data.

The first edition of the strategic plan didn't sit on the shelf—we actively used it. The same will go for this updated version, and by incorporating recommendations from the Service Guidelines Task Force and Access to Transit Study, this 2015 plan improves the strategies and tools we're using to make real progress toward our vision.

Sincerely,

Kevin Desmond, General Manager
King County Metro Transit

King County Metro Transit
Strategic Plan for Public Transportation
2011-2021

2015 UPDATE

April 27, 2016

King County METRO

We'll Get You There

Department of Transportation
Metro Transit Division
King Street Center, KSC-TR-0415
201 S. Jackson St
Seattle, WA 98104
206-553-3000 TTY Relay: 711
www.kingcounty.gov/metro

Alternative Formats Available

206-477-3832 TTY Relay: 711

15095-MTSP/comm

TABLE OF CONTENTS

METRO'S MISSION 1

METRO'S VISION 2

EXECUTIVE SUMMARY 4

CHAPTER 1: INTRODUCTION 12

Section 1.1: Background and context 12

The importance of transit in the Puget Sound region 12

Metro's mandate 12

Section 1.2: Challenges and opportunities 14

Regional growth, land use and the economy .. 14

Demographic changes 16

Customer service and satisfaction 17

Funding 17

The environment 18

Access to transit 19

Evolving transportation system 19

Section 1.3: Strategic plan development 21

The path ahead 23

CHAPTER 2: A PATHWAY TO THE FUTURE .. 25

Section 2.1: Goals, objectives and strategies .. 25

Section 2.2: Metro's goals 26

Goal 1: Safety 26

Goal 2: Human Potential 28

Goal 3: Economic Growth and Built Environment 32

Goal 4: Environmental Sustainability. 38

Goal 5: Service Excellence. 40

Goal 6: Financial Stewardship 43

Goal 7: Public Engagement and Transparency.... 48

Goal 8: Quality Workforce. 51

CHAPTER 3: PLAN PERFORMANCE MONITORING 54

Section 3.1: How Metro measures performance 54

Measuring strategic plan progress 54

Measuring objectives 55

Measuring strategies 56

Peer comparison 59

Route performance 59

FIGURES

Figure 1: Urban growth area, King County 13

Figure 2: Metro ridership 2003-2014 14

Figure 3: Regional growth, manufacturing/ industrial, and transit activity centers 15

Figure 4: Puget Sound region projected population and employment growth 2000-2040 16

Figure 5: What's important to Metro riders 17

Figure 6: Fourth quarter park-and-ride utilization 2003-2014 35

TABLES

Table 1: Summary table of Metro strategic plan elements 6

Table 2: Objectives and related outcomes 55

Table 3: Strategy performance measures 56

Table 4: Peer comparison—key areas of performance 58

METRO'S MISSION

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

METRO'S VISION

What we aspire to be.

Metro provides safe, efficient and reliable public transportation that people find easy to use. We offer a cost-effective mix of products and services, tailored to specific market needs and well-integrated with the services offered by other public transportation agencies.

Our fixed-route bus system meets the public transportation needs of most of our customers, particularly in areas of concentrated economic activity or urban development and along the corridors that link them. Metro's other public transportation options include paratransit service for people with disabilities who can't use the fixed-route system, alternative services designed for communities where regular bus service isn't the best fit, commuter vanpools, and ridesharing programs. No matter what community people live in or what needs they might have related to age, disability, income, or other circumstances, people can use public transportation throughout King County.

Expanded and improved products and services make public transportation attractive to a growing segment of the population, and public transportation **ridership increases** as a result. With more and more people switching from single-occupant cars to buses, carpools and other alternative transportation options, roadways are more efficient—carrying more people and goods and moving them faster. Less land is paved for parking, and the region can reduce its reliance on highway expansion.

Public transportation is **contributing to a better quality of life** in the Puget Sound region. The local economy is thriving because transit keeps the region moving. Public health is improving because people are walking, biking, and using transit more. Emissions from transportation have leveled off and are starting to decline, and Metro is using new technologies to reduce our energy consumption.

The public is engaged with Metro—informed about our plans and performance and a big part of the decision-making process. Customers find the public transportation experience to be positive at every stage, from trip planning to arrival at a destination. People understand how to use Metro's products and services, and are happy with the variety of transportation options available.

Metro has **quality employees who enjoy their jobs.** Their satisfaction shows in their good work ethic and responsiveness to customers.

Metro is **financially stable**—able to sustain transit products and services in both the short and long term by emphasizing productivity and efficiency and by controlling costs. Metro receives sufficient funding to fulfill the public's expectations for service and the region's vision for a robust public transportation system.

36 N BEACON HILL
METRO
Electric Trolley
4320
4320
4320
4320

EXECUTIVE SUMMARY

A plan for moving toward our vision

Public transportation is vitally important to the Puget Sound region, providing connections to jobs, schools, and other destinations; enabling people with limited mobility options to travel; enhancing regional economic vitality; providing an alternative to single-occupant driving on the most congested roadways; helping accommodate growth; and benefitting the environment.

King County Metro Transit, King County's public transportation provider, is committed to serving the public with the highest quality products and services possible as we work toward our vision of a sustainable public transportation system that helps our region thrive.

The Strategic Plan for Public Transportation outlines key opportunities and challenges Metro faces:

Population and economic growth: To accommodate 28 percent more people and 40 percent more jobs, Metro's annual service is expected to grow by 2.3 million annual service hours (roughly 60 percent) by 2040.

Demographic changes: The percentage of residents in King County over age 65 is increasing, younger people are increasingly choosing transit, the number of people with low incomes is growing, and our population is becoming more diverse—with associated disparities in education, employment, and income. Metro will continue to provide mobility for people who, for these and other reasons, have limited transportation options or are increasingly choosing transit.

Customer service and satisfaction: An ongoing aspiration is to make every customer's public transportation experience positive at every stage of a trip. Among the drivers of customer satisfaction are the frequency of service, personal safety on buses and at stops, comfort and cleanliness on buses and at stops, customer information, bus drivers' performance and the number of transfers.

The environment: Metro has a major role to play in helping King County meet its greenhouse gas reduction targets: reduce countywide sources of greenhouse emissions by 25 percent by 2020, 50 percent by 2030, and 80 percent by 2050; and reduce emissions from County operations by at least 15 percent by 2015, 25 percent by 2020, and 50 percent by 2030. (Targets are compared to a 2007 baseline.)

Funding: Metro's heavy reliance on sales tax makes it challenging to provide sustainable bus service, because revenue from this source is likely to decline in an economic downturn. While Metro's finances are on relatively stable footing as of late 2015, all of the region's transit agencies need additional long-term, sustainable funding to deliver the services our region expects. Metro's annual service guidelines analysis consistently finds that the transit system needs substantially higher investments in service than Metro can make with available resources. The 2015 analysis found a need of more than 470,000 annual service hours, equivalent to a 13 percent expansion of our system.

Access to transit: People's access to transit depends on factors such as their proximity to bus stops, the quality of walking and biking pathways, the availability of parking spaces at park-and-rides, and the type and amount of transit service provided at the access point. Working in partnership with other transit agencies and local jurisdictions, Metro can help improve access across King County.

Evolving transportation system: Continued and increased collaboration with other agencies will be necessary to deliver efficient, well-integrated services as the region's public transportation system evolves.

Pathway to the future

This is a plan for addressing these challenges and opportunities and moving toward our vision for public transportation. A companion long-term plan, slated for adoption in 2016, will contain more detail about Metro's future public transportation network.

Our plan builds on the foundation of King County's mission, vision, guiding principles, and goals, which were adopted in 2010 and updated in 2015. The revised County goals highlight the importance of transportation by adding a new goal: Deliver a seamless, reliable network of transportation options to get people where they need to go, when they need to get there.

Metro's plan and attached service guidelines also reflect the recommendations of two public advisory groups:

- **The Regional Transit Task Force,** which in 2010 proposed a groundbreaking new policy framework and service guidelines for transit in King County.
- **The Service Guidelines Task Force,** which in 2015 reviewed Metro's experience using the service guidelines and recommended a number of revisions.

The plan establishes goals, objectives, and strategies for achieving our vision, as well as performance measures to track progress. These are summarized in the table that follows.

TABLE 1: **Summary table of Metro strategic plan elements**

OBJECTIVES	STRATEGIES	MEASURES
Goal 1: Safety. Support safe communities.		
Keep people safe and secure. Outcome: Metro's services and facilities are safe and secure.	Promote safety and security in public transportation operations and facilities. Plan for and execute regional emergency-response and homeland security efforts.	• Preventable accidents per million miles • Operator and passenger incidents and assaults • Customer satisfaction regarding safety and security • Effectiveness of emergency responses
Goal 2: Human Potential. Provide equitable opportunities for people from all areas of King County to access the public transportation system.		
Provide public transportation products and services that add value throughout King County and that facilitate access to jobs, education and other destinations. Outcome: More people throughout King County have access to public transportation products and services.	Design and offer a variety of public transportation products and services appropriate to different markets and mobility needs. Provide travel opportunities and supporting amenities for historically disadvantaged populations, such as low-income people, students, youth, seniors, people of color, people with disabilities, and others with limited transportation options. Provide products and services that are designed to provide geographic value in all parts of King County. In areas that are not well-served by fixed-route service, seek to complement or "right-size" transportation service by working with partners to develop an extensive range of alternative services to serve the general public.	• Population within a ¼-mile walk delete to a transit stop • Number of jobs within a ¼-mile walk to a transit stop • Number of students at universities and community colleges that are within a ¼-mile walk to a transit stop • Percentage of households in low-income census tracts within a ¼-mile walk to a transit stop • Percentage of households in minority census tracts within a ¼-mile walk to a transit stop • Population within ½ mile of stops with frequent service • Number of jobs within ½ mile of stops with frequent service • Households within specific ranges of distance from frequent service • Average number of jobs and households accessible within 30 minutes countywide (total population, low-income population, minority population)*

* See note on next page.

OBJECTIVES	STRATEGIES	MEASURES
		• Average number of jobs and households accessible within 30 minutes from regional growth centers, manufacturing/industrial centers, and transit activity centers* • Vanpool boardings • Transit mode share by market • Student, reduced fare (youth, seniors, people with disabilities) and low-income fare permits and usage. • Accessible bus stops • Access registrants • Access boardings/number of trips provided by the Community Access Transportation (CAT) program • Requested Access trips compared to those provided • Access applicants who undertake fixed-route travel training

* These two metrics measure the accessibility of the county using the transit system, or what can be accessed via transit within a given time from a given location. Because buses run on schedules, trip times can vary greatly depending on the exact time the trip begins. For this reason, we compute the number of jobs and households that a person can reach from particular locations at multiple different times, averaged throughout the day. For the countywide measures, we conduct the same computations, but we choose multiple starting locations throughout the county. These results provide a picture of how many jobs the average King County resident can access via transit within 30 minutes.

OBJECTIVES	STRATEGIES	MEASURES
Goal 3: Economic Growth and Built Environment. Encourage vibrant, economically thriving and sustainable communities.		
Support a strong, diverse, sustainable economy. Outcome: Public transportation products and services are available throughout King County and are well-utilized in centers and areas of concentrated economic activity.	Encourage land uses, policies, and development that lead to communities that have good access to transit and that transit can serve efficiently and effectively. Partner with employers to make public transportation products and services more affordable and convenient for employees.	• All public transportation ridership in King County (rail, bus, Paratransit, Rideshare) • Transit rides per capita • Ridership in population/ business centers • Employees at CTR sites sharing non-drive-alone transportation modes during peak commute hours • Employer-sponsored passes and usage • Park-and-ride capacity and utilization (individually and systemwide); capacity and utilization of park-and-ride lots with frequent service • HOV lane passenger miles • Bike locker capacity and utilization (including number of locations with bike lockers)
Address the growing need for transportation services and facilities throughout the county. Outcome: More people have access to and regularly use public transportation products and services in King County.	Expand services to accommodate the region's growing population and serve new transit markets. Coordinate and develop services and facilities with other providers, local jurisdictions and the private sector to create an integrated and efficient regional transportation system that takes innovative approaches to improving mobility. Facilitate convenient and safe access to transit by all modes. Work in collaboration with transit partners, WSDOT, and other public and private partners to address transit parking capacity demand through a range of approaches that use resources efficiently and enable more people to access transit.	
Support compact, healthy communities. Outcome: More people regularly use public transportation products and services along corridors with compact development.	Encourage land uses, policies, and practices that promote transit-oriented development and lead to communities that have good access to transit and that transit can serve efficiently and effectively. Support bicycle and pedestrian access to jobs, services, and the transit system.	
Support economic development by using existing transportation infrastructure efficiently and effectively. Outcome: Regional investments in major highway capacity projects and parking requirements are complemented by high transit service levels in congested corridors and centers.	Serve centers and other areas of concentrated activity, consistent with Transportation 2040.	

OBJECTIVES	STRATEGIES	MEASURES
Goal 4: Environmental Sustainability. Safeguard and enhance King County's natural resources and environment.		
Help reduce greenhouse gas emissions in the region. Outcome: People drive single-occupant vehicles less.	Increase the proportion of travel in King County that is provided by public transportation products and services.	• Average miles per gallon of the Metro bus fleet • Vehicle energy use (diesel, gasoline, kWh) normalized by miles • Vehicle fuel use (diesel, gasoline, kWh) normalized by boardings • Total facility energy use • Energy use at Metro facilities: kWh and natural gas used in facilities, normalized by area and temperature • Per capita vehicle miles traveled (VMT) • Transit mode share
Minimize Metro's environmental footprint. Outcome: Metro's environmental footprint is reduced (normalized against service growth).	Operate vehicles and adopt technology that has the least impact on the environment and maximizes long-term sustainability. Incorporate sustainable design, construction, operating and maintenance practices.	
Goal 5: Service Excellence. Establish a culture of customer service and deliver services that are responsive to community needs.		
Improve satisfaction with Metro's products and services and the way they are delivered. Outcome: People are more satisfied with Metro's products and services.	Provide service that is easy to understand and use. Emphasize customer service in transit operations and workforce training. Improve transit speed and reliability.	• Customer satisfaction • Customer complaints per boarding • On-time performance by time of day • Crowding • Use of Metro web tools and alerts
Improve public awareness of Metro products and services. Outcome: People understand how to use Metro's products and services and use them more often.	Use available tools, new technologies, and new methods to improve communication with customers. Promote Metro's products and services to existing and potential customers.	

OBJECTIVES	STRATEGIES	MEASURES
Goal 6: Financial Stewardship. Exercise sound financial management and build Metro's long-term sustainability.		
Emphasize planning and delivery of productive service. Outcome: Service productivity improves.	Manage the transit system through service guidelines and performance measures.	• Service hours operated • Service hours and service hour change per route • Boardings per vehicle hour • Boardings per revenue hour • Ridership and ridership change per route • Passenger miles per vehicle mile • Passenger miles per revenue mile • Cost per hour • Cost per vehicle mile • Cost per boarding • Cost per passenger mile • Cost per vanpool boarding • Cost per Access boarding • Fare revenues • Farebox recovery • ORCA use • Asset condition assessment • For new or nontraditional alternative services, cost per boarding, ride, or user, as appropriate (Note: Different performance measures may be used to evaluate different types of services.)
Control costs. Outcome: Metro's costs grow at or below the rate of inflation.	Continually explore and implement cost efficiencies including operational and administrative efficiencies. Provide and maintain capital assets to support efficient and effective service delivery. Develop and implement alternative public transportation services and delivery strategies. Provide alternative or "right-sized" services in the context of overall system financial health and the need to reduce, maintain or expand the system.	
Seek to establish a sustainable funding structure to support short- and long-term public transportation needs. Outcome: Adequate funding to support King County's short- and long-term public transportation needs.	Secure long-term stable funding. Establish fare structures and fare levels that are simple to understand, aligned with other service providers, and meet revenue targets established by Metro's fund management policies. Establish fund management policies that ensure stability through a variety of economic conditions.	

OBJECTIVES	STRATEGIES	MEASURES
Goal 7: Public Engagement and Transparency. Promote robust public engagement that informs, involves, and empowers people and communities.		
Empower people to play an active role in shaping Metro's products and services. Outcome: The public plays a role and is engaged in the development of public transportation.	Engage the public in the planning process and improve customer outreach.	• Public participation rates • Customer satisfaction regarding Metro's communications and reporting • Social media indicators • Conformance with King County policy on communications accessibility and translation to other languages
Increase customer and public access to understandable, accurate and transparent information. Outcome: Metro provides information that people use to access and comment on the planning process and reports.	Communicate service change concepts, the decision-making process, and public transportation information in language that is accessible and easy to understand. Explore innovative ways to report to and inform the public.	
Goal 8: Quality Workforce. Develop and empower Metro's most valuable asset, its employees.		
Attract and recruit quality employees. Outcome: Metro is satisfied with the quality of its workforce.	Market Metro as an employer of choice and cultivate a diverse and highly skilled applicant pool. Promote equity, social justice and transparency in hiring and recruiting activities.	• Demographics of Metro employees • Employee job satisfaction • Promotion rate • Probationary pass rate
Empower and retain efficient, effective, and productive employees. Outcome: Metro employees are satisfied with their jobs and feel their work contributes to an improved quality of life in King County.	Build leadership and promote professional skills. Recognize employees for outstanding performance, excellent customer service, innovation and strategic thinking. Provide training opportunities that enable employees to reach their full potential.	

CHAPTER 1: **INTRODUCTION**

King County Metro Transit's strategic plan is divided into three chapters: **Introduction,** which provides background and context, summarizes the challenges facing Metro, and describes the strategic planning process; **Pathway to the Future,** which presents Metro's goals, objectives and strategies; and **Plan Performance Monitoring,** which describes how Metro will track progress.

SECTION 1.1

Background and context

The importance of public transportation in the Puget Sound region

Public transportation is vitally important to the Puget Sound region. In 2014, people in the region took about 172 million trips on the fixed-route transit services offered by King County Metro, Community Transit, Pierce Transit, and Sound Transit.

Metro carried 70 percent of these trips, with 121 million boardings in 2014, or about 400,000 passenger trips every weekday. Metro also provides an array of other products and services to meet a range of public transportation needs (see sidebar).

These services improve the quality of life in our region by providing mobility to those who need or choose to use them. Public transportation connects commuters to jobs. In 2014, 45 percent of work trips to downtown Seattle were made on transit. Students take the bus to schools and universities. People also use public transportation to reach shopping, services, and recreation. Transit offers travel options to those who cannot drive, and provides assurance to drivers that other mobility options exist should they need them.

Transit enhances the region's economic vitality not only by getting people to their jobs but also by freeing up roadway capacity, improving the movement of people and goods. Metro's service keeps more than 175,000 vehicles off our roads every weekday. Public transportation is an integral part of the regional growth strategy in the Puget Sound Regional Council's Vision 2040 and Transportation 2040 action plans. These plans rely on the expansion of public transportation to support growth by meeting the travel needs of a larger share of the region's projected population.

Public transportation also improves the region's air quality by reducing the number of miles people drive. Energy-efficient transit vehicles contribute to the decrease in transportation emissions. Metro service displaces approximately 600,000 metric tons of carbon dioxide equivalent (MTCO2e) each year.

Metro is committed to working closely with other transit providers to continually enhance our region's public transportation system and attract a growing number of riders.

Metro's mandate

The King County Department of Transportation's Metro Transit Division performs the "metropolitan public transportation function" authorized in the Revised Code of Washington 35.58. Metro is required to plan and operate transit services consistent with county, regional, state and federal policies. As a County agency, Metro complies

Metro products and services

Metro provides a wide range of services: about 190 bus routes including six RapidRide lines, Dial-A-Ride Transit (DART), and operation of the City of Seattle's streetcar system. These fixed-route services delivered 121 million passenger trips in 2014. Metro also operates Sound Transit's Link light rail and most ST Express buses in King County under contract.

For people with disabilities who cannot use Metro's regular buses, Metro offers Access service and supports the Community Access Transportation program.

Metro's commuter vanpool program had 1,450 vehicles in operation in 2014.

Metro also offers a growing suite of alternative services, such as ride-sharing programs and community vans, tailored to local needs.

In this plan, the terms "public transportation" or "Metro's products and services" encompass all of Metro's offerings.

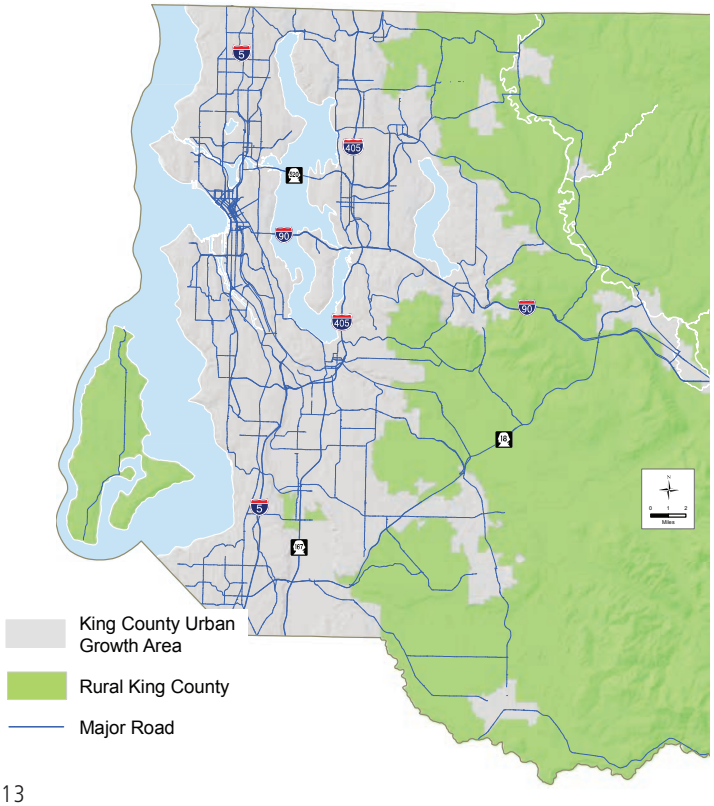
with County law and procedures; the Metropolitan King County Council approves Metro's fund management policies and Metro's biennial budget.

Countywide planning and policies: King County Countywide Planning Policies (CPPs) are established by King County and its cities and jurisdictions. These policies are consistent with state law, state agency guidance, decisions of the Growth Management Policy Council and the regional growth strategy outlined in Vision 2040. The CPPs provide a countywide vision and serve as a framework for each jurisdiction to develop its own comprehensive plan, which must be consistent with the overall vision for the future of King County. Metro's Strategic Plan for Public Transportation 2011-2021 is consistent with King County's Countywide Planning Policies, Comprehensive Plan, Strategic Climate Action Plan, Comprehensive Financial Management Policies, and adopted mission, vision, guiding principles and goals.

Regional planning and policies: State law (RCW 47.80.020) designates the four-county Puget Sound Regional Council (PSRC) as the Metropolitan Planning Organization (MPO) and the Regional Transportation Planning Organization (RTPO) for federal planning purposes. As the region's MPO, PSRC develops a regional plan and strategies to guide decisions about regional growth management and environmental, economic and transportation issues. As the region's RTPO, PSRC develops long-range transportation and development plans across multiple jurisdictions and allocates federal transportation funds for the region. Metro participates in the PSRC planning process and strives to meet the goals of the regional plans, Vision 2040 and Transportation 2040.

Washington state planning and policies: The 1990 Washington State Growth Management Act (GMA) requires the state's largest and fastest-growing counties to conduct comprehensive land-use and transportation planning, to concentrate new growth in compact "urban growth areas," and to protect natural resources and environmentally critical areas. King County's urban growth area is shown in Figure 1. The GMA requires King County to consider population and employment growth targets and land uses when determining the future demand for travel and whether such demand can be met by existing transportation facilities. Metro contributes to King County's compliance with the GMA by focusing public transportation services on urban growth areas.

FIGURE 1: **Urban growth area, King County**



Federal planning and policies: Metro complies with federal laws that require the public transportation system to be equitable, accessible, and just. Civil rights statutes, including Title VI of the Civil Rights Act of 1964 (see sidebar, p.14), require that Metro provide public transportation in a manner that does not discriminate on the basis of race, color, national origin, disability, or age. The Americans with Disabilities Act of 1990 requires that Metro ensure equal opportunities and access for

people with disabilities. A 1994 executive order requires that all federal agencies include environmental justice in their missions. This means that Metro cannot disproportionately impact minority or low-income populations and must ensure full and fair participation by all potentially affected groups. Metro provides public transportation that adheres to these and other federal requirements.

SECTION 1.2

Challenges and opportunities

Metro based this strategic plan in part on an assessment of the current environment and the opportunities and challenges we face both within and outside the organization; these are described below. The goals, objectives and strategies presented later in the plan address these challenges.

Regional growth, land use and the economy

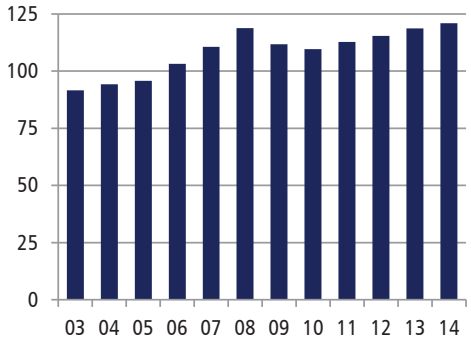
King County is the most populous county in the state and the 13th most populous county in the nation. It has a variety of geographic characteristics and diverse communities; land uses, densities and population vary greatly.

The most densely developed parts of the county, where most people live and work, have little room to expand existing transportation infrastructure. Building new highways, roads, and other infrastructure would be costly, disruptive of existing property uses, and technically challenging. Consequently, the regional growth plans call for more intensive use of existing infrastructure by increasing both the number of people using transit services and the proportion of overall regional trips made on transit.

Regional population and economic growth: Since 2011, when this strategic plan was first produced, King County's population has grown by 5.6 percent to an estimated 2 million people in 2015. Practically every city in the county has seen population growth, and several cities have annexed large areas that previously were unincorporated. The number of jobs in the county has grown more than 10 percent since 2011, to about 1.3 million jobs, reflecting the local economy's recovery from the Great Recession.

Transit ridership tends to fluctuate with changes in population and jobs, as well as fuel prices and other factors. As shown in Figure 2, Metro's ridership grew steadily between 2003 and 2008, then dropped following the recession that began in 2008. Rider growth resumed in 2011 as the economy began to recover and population growth continued. Metro delivered 121 million passenger trips in 2014—a record high number.

FIGURE 2: **Metro ridership 2003-2014**
Annual boardings (millions)



In the broader Puget Sound region, the population is expected to surpass 4 million people in 2016 and then grow to nearly 5 million people by 2040 (2.4 million in King County). The region is expected to support 3 million jobs by 2040. More people and jobs (shown in

Title VI of the Civil Rights Act of 1964 provides that "no person in the United States shall, on the ground of race, color or national origin be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance."

The Americans with Disabilities Act of 1990 (ADA) prohibits discrimination and ensures equal opportunity for persons with disabilities in employment, state and local government services, public accommodations, commercial facilities, and transportation.

Centers

Centers are at the heart of the Puget Sound Regional Council's approach to growth management in Vision 2040. PSRC designates regional growth centers and manufacturing/industrial centers as places that will receive a significant proportion of population and employment growth compared to the rest of the urban area. Concentrating growth in centers allows cities to maximize the use of existing infrastructure, make more efficient investments in infrastructure, and minimize the environmental impact of growth. Consequently, centers receive priority in regional and local investments in the infrastructure and services that support growth.

Regional growth centers are focal points of more dense population and employment. Linking these centers with a highly efficient transportation system allows the region to reduce the rate of growth in vehicle miles traveled by expanding transportation choices.

Manufacturing/industrial centers are employment areas with concentrated manufacturing and industrial land uses that cannot be easily mixed with other activities. They should continue to accommodate a significant amount of regional employment, and good access to the region's transportation system will contribute to their success.

In addition to PSRC's designated centers, Metro has identified "transit activity centers" in King County. These centers are served by and reflect the current transit network and are areas of the county that are important for Metro to serve to connect communities throughout the county. They are typically associated with higher levels of transit in their land-use context. Transit activity centers are further explained in the King County Metro Service Guidelines.

Regional growth, manufacturing/industrial, and transit activity centers are collectively referred to as "centers" in this strategic plan.

FIGURE 3: **Regional growth, manufacturing/ industrial, and transit activity centers**

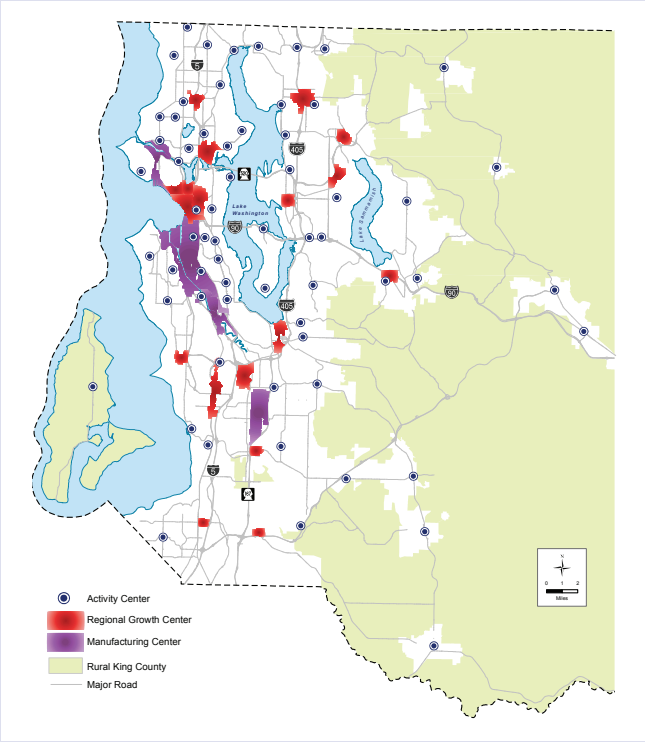


Figure 4) mean that Metro has an opportunity to serve a growing number of riders and major employment centers. Metro's annual service is expected to grow by 2.3 million annual service hours, from about 3.5 million hours in 2015 to 5.8 million hours by 2040—an amount that is beyond Metro's capacity to provide with current funding.

This growth will be focused in King County's centers (see sidebar, p. 15). The centers referred to in Metro's strategic plan are shown in Figure 3.

Demographic changes

King County's population is aging; people 65 and older now comprise more than 12 percent of the people who live here. Over the next 20 years, this age group will grow to about 18 percent of the population. An aging population may rely more on public transportation.

At the other end of the age scale, younger people are increasingly choosing transit. The share of driving trips in the Puget Sound region declined from 86 percent in 1999 to 82 percent in 2014, while the share of transit and nonmotorized trips increased. Between 2006 and 2014, the shift away from automobiles was most pronounced for 18-24 year olds, closely followed by 25-35 year olds.[1]

FIGURE 4: **Puget Sound region projected population and employment growth 2000-2040**

People with low incomes often rely heavily on transit, and while many King County residents are prospering, the percentage of people living in poverty or near-poverty has been growing. In 2013, about 12 percent or 240,000 people living in our county had incomes below the federal poverty level. Nearly 500,000 residents—a quarter of the county's total population—had incomes less than twice the federal poverty level (currently about $23,000 annually for a single person, or about $48,000 for a family of four). A growing number of people in poverty live in suburban areas. According to King County's 2014 Equity and Social Justice Annual Report, more than three in five county residents who are poor live outside of Seattle.

Metro's innovative ORCA LIFT program offers a reduced fare to people whose income is below 200 percent of the federal poverty level.

King County is also becoming more diverse. Immigrants from Asia, Latin America, Eastern Europe, and Africa, as well as native-born African Americans and Latinos, are making up a large part of our population growth. Overall, compared to White and Asian residents, Black and Latino residents have less education, higher unemployment, and lower incomes. Immigrants may have limited English proficiency. All of these conditions make public transportation critically important for enabling people to reach the jobs, education and services that can help reverse our society's inequities.

Metro plays an essential role in providing mobility to people who, for a variety of reasons, have limited transportation options or are increasingly choosing transit. We continue striving to find innovative solutions, such as the introduction of the ORCA LIFT reduced fare for people with low incomes and the expansion of the Alternative Services Program.

[1] PSRC 2014 Regional Travel Survey, www.prsc.org/data/transportation/travel-surveys/2014-household

Customer service and satisfaction

Maintaining and improving customer satisfaction with Metro services is an ongoing process. Every experience a customer has on a Metro bus, at a Metro facility, or with Metro employees and information services affects perceptions about the quality of public transportation. Metro strives to make every customer's public transportation experience positive at every stage of a trip.

Metro continually gathers feedback about how well our services are meeting customer needs and expectations. We track customer correspondence and interactions and conduct an annual telephone survey of riders—including nonriders every two years.

Figure 5 illustrates the issues that have the most impact on customer satisfaction.[2]

FIGURE 5: **What's important to Metro riders**

LEVEL OF SERVICE	RANK IN ORDER OF IMPORTANCE
Level of service	1
Personal safety	2
Comfort and cleanliness at stops	3
Comfort and cleanliness on board	4
Information sources	5
Metro drivers	6
Transferring	7

Another key to customer satisfaction is public involvement. Whenever we plan major changes to service, we conduct robust public engagement processes and use what we learn to shape our plans. Service change proposals are also guided by objective data and guidelines that help make the decision-making process transparent.

Funding

Approximately 55 to 60 percent of Metro's funding comes from local sales tax. This source has grown increasingly important since 2000, when the Washington legislature eliminated the motor vehicle excise tax for transit, which had provided nearly one-third of Metro's revenue.

About 20 percent of Metro's revenue comes from fares. Other sources include federal and state grants—which can fluctuate significantly—and contributions from service partners, vanpool operations, investment income, and a small portion of county property tax.

Metro's heavy reliance on sales tax makes it challenging to provide sustainable bus service because revenue from this source is dependent on economic conditions. Since 2000, two economic downturns forced Metro to scale back planned service

[2] King County Metro Transit 2014 Rider Survey

expansions. In the six years following the 2008 recession, Metro took numerous actions to cut costs, increase revenue and preserve most service. Although service reductions were necessary in September 2014, improved economic conditions enabled the County Council to adopt a 2015-2016 budget that maintained service.

In 2015, following Seattle voters' approval of a transit funding ballot measure, the City of Seattle entered into a Community Mobility Contract with Metro to purchase approximately 270,000 additional hours of bus service annually, about 8 percent of the Metro system, through 2020. Other economic improvements enabled Metro to invest in additional service in suburban areas around the county.

These developments enable Metro to sustain and enhance service during the 2015-2016 biennium and for some years beyond. However, funding from the City of Seattle will expire unless extended by Seattle voters in 2020, future economic downturns will again cause sales tax revenues to drop, and even today demand for transit service exceeds Metro's funding capacity. For these reasons Metro and other transit agencies continue to need long-term, sustainable and sufficient funding to deliver the public transportation services our region expects.

90%

of customers Metro surveyed said they are satisfied with our service

Source: 2014 Rider Survey

The environment

Metro strives to provide solutions to urgent environmental challenges: reduce greenhouse gas emissions, minimize energy consumption, shrink Metro's environmental footprint and improve the sustainability of transit operations.

King County's 2015 Strategic Climate Action Plan makes a strong commitment to taking action to prevent and respond to the impacts of climate change. It establishes the targets in the Countywide Planning Polices that were adopted by the King County Growth Management Planning Council in 2014. These targets are: reduce countywide sources of greenhouse emissions by 25 percent by 2020, 50 percent by 2030, and 80 percent by 2050; and reduce emissions from County operations by at least 15 percent by 2015, 25 percent by 2020, and 50 percent by 2030. (Targets are compared to a 2007 baseline.)

Transportation is the largest source of greenhouse gas emissions in King County, and our community must make major changes in how we live and travel if we are to significantly reduce emissions. Metro will play a leading role by providing transportation options that encourage transit ridership and help reduce the number of vehicle miles traveled. Fast, frequent RapidRide service and innovations like the Real-Time Rideshare app exemplify the strategies Metro will continue to pursue.

Metro can also support the development of compact, pedestrian-friendly communities that are easily served by transit by working closely with King County cities to coordinate development and transit plans.

The acquisition of hybrid buses and electric trolleys, and efforts to make Metro facilities more energy-efficient, advance King County's goal of reducing energy consumption. Metro is also testing zero-emission, battery-electric buses to determine how they will be used in Metro's fleet in the future.

Metro has developed a Sustainability Plan that calls for ongoing efforts to reduce energy use, greenhouse gas emissions, water use and waste and to increase transit ridership.

Access to transit

If people are going to use the public transportation system, they must be able to reach transit service and then get from transit service to their final destinations.

People's access depends on factors such as their proximity to bus stops or train stations, the quality of walking and biking pathways they can use to reach those places, the availability of parking spaces at park-and-rides, and the type and amount of transit service provided at the access point.

Metro will work with jurisdictions, public and private partners, transit agencies and the PSRC to identify where improvements are needed and actions that can be taken to address them. Partnerships among Metro, other transit agencies and local jurisdictions will be essential to improving transit access.

Evolving transportation system

The Puget Sound region's transportation system is constantly changing and adapting to the mobility needs of its residents, presenting numerous opportunities and challenges for Metro.

Metro has long worked closely with other agencies to plan and provide efficient, integrated travel options that enhance public transportation in King County. Metro works particularly closely with Sound Transit to realize efficiencies, achieve savings, and deliver better transit service for the people of our region. We also partner with Pierce Transit, Community Transit, Kitsap Transit, Everett Transit, Washington State Ferries and the King County Water Taxi as well as the Washington State Department of Transportation, PSRC, local and regional jurisdictions, and businesses such as Microsoft that provide direct transit service to their employees. The focus is on customers—offering them information about various agencies' services in one place, coordinating schedules for convenient transfers between agencies and modes, making fare payment simple, and collaborating in other ways to create a seamless, easy-to-use transportation network. This form of integration is critical because so many people cross county lines as part of their work commutes.

Metro collaborates on some of the region's most important transportation projects to ensure that public transportation continues to play a vital role in the region's broader transportation system. These projects include:

- **Sound Transit's Link light rail:** Sound Transit extended Central Link light rail to Seattle's Capitol Hill and the University of Washington in 2016 and has funding to extend Link north to Lynnwood, east to Redmond/Overlake and south to Kent/Des Moines by 2023. The agency is developing plans to further expand. To optimize the public's investments in fast, high-capacity transit services, Metro will continue to work with Sound Transit and local jurisdictions to revise bus networks and supporting infrastructure in coordination with Link extensions. The goal is to improve the public transportation system's efficiency, effectiveness and ease of use.

- **Major highway projects:** Public transportation is an essential part of major transportation projects in the Puget Sound region. Metro provides public transportation service to mitigate the impacts of major projects—and is also affected by changes to the transportation infrastructure in the region. With financial support from partners, public transportation will continue to play a major role in the Alaskan Way Viaduct and Seawall Replacement Project, the SR-520 Bridge Replacement Project, and other transportation infrastructure projects.

Metro also actively participates in regional fare coordination efforts and in ORCA, the regional fare payment system. The ORCA agencies are continually enhancing services and striving to extend the benefits of seamless fare payment to more people.

As the region's public transportation system evolves, Metro will actively engage with regional, local and state entities as well as businesses and communities to build an effective system. Development of Metro's long-range plan in 2015–2016 is a nexus for this process. This plan looks at projections about how communities in King County will change and defines what types of service will best serve the people who will live, work and visit those areas in the future. The collaborative plan development process has involved broad public outreach as well as an intensive process with local city staff members who served on a technical advisory committee.

SECTION 1.3

Strategic plan development

Metro developed this strategic plan to define how we will meet the challenges and pursue the opportunities ahead.

Guiding principles from King County's strategic plan

Financially sustainable
Aligning funding, policy and operational goals of King County government.

Quality local government
Providing effective, efficient local governance and services to unincorporated areas.

Equitable and fair
Addressing the root causes of inequities to provide for equal access to opportunities for all.

Regionally collaborative
Engaging with partners, stakeholders, and public and private organizations to achieve goals.

Our plan builds on the foundation of King County's mission, vision, guiding principles (see sidebar), and goals, which were adopted in 2010 and updated in 2015. It defines specific goals, objectives and strategies for meeting the County's Mobility goal: Deliver a seamless, reliable network of transportation options to get people where they need to go, when they need to get there.

This plan and associated service guidelines also respond to the recommendations of two important task forces:

Regional Transit Task Force. King County formed the Regional Transit Task Force in March 2010 to consider a policy framework to guide service investments or—if necessary—reduction of the Metro system. The group was made up of community members who represented a diversity of interests and perspectives from across the county.

The task force was asked to identify short-term and long-term objectives for transit service investment, and to formulate a service implementation policy based on those objectives.

The task force unanimously approved seven recommendations reflecting the following themes:

- Metro should make its decision-making processes transparent to the public by adopting new performance measures and clear guidelines to be used in service allocation decisions.
- Metro should control costs and establish a sustainable financial structure that will work over time.
- Legislation should be pursued to ensure that Metro has a more sustainable financial base and can grow in the future.
- Productivity, social equity, and geographic value should be emphasized in service reduction and growth decisions.
- Metro should revise its mission statement and create a vision statement.

The task force also defined key system design factors (see sidebar on p. 22).

For the Regional Transit Task Force's full report, visit www.kingcounty.gov/transittaskforce.

Transit system design factors

The Council asked the Regional Transit Task Force to consider six design factors; the task force added one more. The following summarizes the task force's definitions of these factors:

Factor 1: Land use. To support regional and local growth plans by concentrating transit service coverage and higher service levels in corridors where residential and job density is greatest.

Factor 2: Social equity and environmental justice. To support social equity and environmental justice by providing mobility options to those who have no or limited transportation options.

Factor 3: Financial sustainability. To support financial sustainability through transit that achieves higher ridership and fare revenues combined with lower costs per rider.

Factor 4: Geographic value. To support geographic value by facilitating service allocation decisions (both for reductions and growth) that are perceived as "fair" throughout the county. This involves balancing access with productivity; maintaining some relationship between the tax revenue created in a subarea and the distribution of services; and providing access to job centers and other destinations that are essential to countywide economic vitality.

Factor 5: Economic development. To support economic development by achieving the largest number of work trips at all times of the day and all days of the week via transit.

Factor 6: Productivity and efficiency. To support productivity and efficiency by focusing on a system that results in high productivity and service efficiency based on performance measures for different types of transit services.

Factor 7: Environmental sustainability. To support environmental sustainability by reducing greenhouse gas emissions by reducing vehicle travel, reducing congestion, and supporting compact development.

Service Guidelines Task Force. In 2015, after Metro had used the adopted service guidelines for several years, the County Council formed a Service Guidelines Task Force to further analyze how transit service is evaluated and allocated and to consider changes in the guidelines.

The task force developed consensus recommendations that are incorporated into both this plan and Metro's service guidelines. In brief, the recommendations were:

- Modify the way transit corridors are evaluated to better reflect productivity, social equity and geographic value.

- Change the definition of "low income" used in setting target service levels from 100 percent of the federal poverty level to 200 percent of the federal poverty level, in line with Metro's ORCA LIFT program.
- Modify the definition of Metro's service types so that comparable services are measured against one another.
- Expand alternative services as a way to meet diverse needs.
- Establish a minimum service level of every 60 minutes for corridors and routes.
- Provide greater protection for peak-only services in the event of major service reductions.
- Improve Metro's planning process, focusing more attention on information about where riders start and end their trips, for example, and let local governments know in advance about potential changes.
- Give more consideration to the relative impacts to all parts of the county when making service reductions.
- Describe more fully the different factors Metro considers when making investments.
- Expand partnerships between Metro, communities, and private entities.
- Seek new resources to support growth of the transit system, while continuing to focus on efficiency and accountability.

The path ahead

Some elements of this plan—the mission, vision, goals and objectives—are expected to be realized over many years. The strategies are expected to be realized in a shorter time frame. The plan will be reviewed periodically as circumstances warrant, and plan elements may be modified, added or substituted if needed.

Although this plan is intended to inform the biennial budget process, funding constraints may limit Metro's ability to implement every strategy in the plan in any given year. Many of the goals and objectives represent ideals that Metro will continually strive to achieve, and which are likely to be included in subsequent plans.

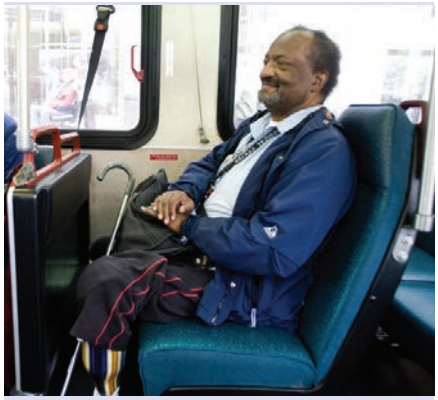
King County
METRO

WHAT'S THE RIGHT MIX OF TRANSIT SERVICE?
your dots to tell Metro what mix of services you think would work best.
Express
Local

Love the Bus.
King County Metro's
Commitment to the Environme
King County
METRO

King County
METRO
4315

CHAPTER 2: **A PATHWAY TO THE FUTURE**



Metro's goals

The "what we deliver" goals are:

- **Safety:** Support safe communities.
- **Human potential:** Provide equitable opportunities for people from all areas of King County to access the public transportation system.
- **Economic growth and built environment:** Encourage vibrant, economically thriving and sustainable communities.
- **Environmental sustainability:** Safeguard and enhance King County's natural resources and environment.

The "how we deliver" goals are:

- **Service excellence:** Establish a culture of customer service and deliver services that are responsive to community needs.
- **Financial stewardship:** Exercise sound financial management and build Metro's long-term sustainability.
- **Public engagement:** Promote robust public engagement that informs, involves, and empowers people and communities.
- **Quality workforce:** Develop and empower Metro's most valuable asset, its employees.

SECTION 2.1

Goals, objectives and strategies

The goals, objectives and strategies in this plan reflect the priorities of King County residents, businesses, and leaders. They are designed to guide budget and management decisions that help Metro fulfill our mission and move us toward our vision.

Goals: The strategic plan has eight goals, including "what" goals that state what Metro intends to accomplish or services it intends to provide, and "how" goals that articulate how Metro intends to conduct its work (see sidebar).

Metro plans to move toward the goals by implementing this plan, but the goals are also intended to endure beyond the life of this plan.

Objectives: Objectives describe what Metro must do to achieve the goals. An objective may serve multiple goals, but each objective is listed with a specific goal to which it is most closely tied. Each objective has an associated outcome. Chapter 3, Plan Performance Monitoring, describes how Metro will measure progress toward the desired outcomes.

Strategies: This plan contains 40 strategies for achieving the objectives. Even though strategies may serve multiple objectives and goals, each strategy is listed with a specific objective to which it is most closely tied. Chapter 3 describes how Metro will measure our success in carrying out these strategies.

METRO'S GOALS: GOAL 1

SAFETY

Support safe communities.

Metro provides a safe and secure transportation environment and ensures emergency preparedness.

Metro's **All Hazards Response Plan** is designed to ensure the safety of all responders, deter and prevent incidents, guide the response of Metro and partnering agencies so it is quick and effective, and appropriately manage Metro's resources during an incident.

The **Adverse Weather Plan** matches service delivery to the severity of the incident and outlines procedures for internal and external communications.

Objective 1.1: Keep people 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. ***Intended outcome: Metro's services and facilities are safe and secure.***

Strategy 1.1.1: Promote safety and security in public transportation operations and facilities.

The Metro Transit Police (MTP) protects Metro's operators and riders by patrolling the Metro system and facilities by bus, bike and car. The MTP leverages its resources by creating partnerships with community groups, police and other government agencies, and other public transportation organizations. These partnerships allow the MTP to share information, ideas, and solutions to common safety issues.

Metro educates and trains its employees to improve the safety and security of the public transportation system and Metro's offices and facilities. A major focus of safety efforts is operator training, as transit operators directly impact the safety of riders and other road users. Metro also strives to ensure that its facilities use principles of safe design, such as Crime Prevention Through Environmental Design, to maximize environmental safety.

Metro's Accident Prevention Program Plan and System Security Plan guide Metro's efforts to maintain and improve the safe operations of its vehicles and the safety and security of its facilities.

Strategy 1.1.2: Plan for and execute regional emergency response and homeland security efforts.

Metro prepares for emergency situations so we can help the Puget Sound region adapt and continue functioning when emergencies happen. Metro has developed two major plans for continuing to provide reliable transportation in "all-hazard" incidents ranging from major service interruptions to civil unrest as well as the more common adverse weather occurrences such as snow or flooding. These are the All Hazards Response Plan and the Adverse Weather Plan (see sidebar).

Metro also regularly conducts emergency-preparedness field exercises with local, county, state and federal agencies.

GOAL 2

HUMAN POTENTIAL

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

Metro provides equitable and accessible transportation options.

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.

Metro strives to provide transportation choices that make it easy for people to travel throughout King County and the region. Metro provides a range of public transportation products and services, and coordinates and integrates its services with others. ***Intended outcome: More people throughout King County have access to public transportation products and services.***

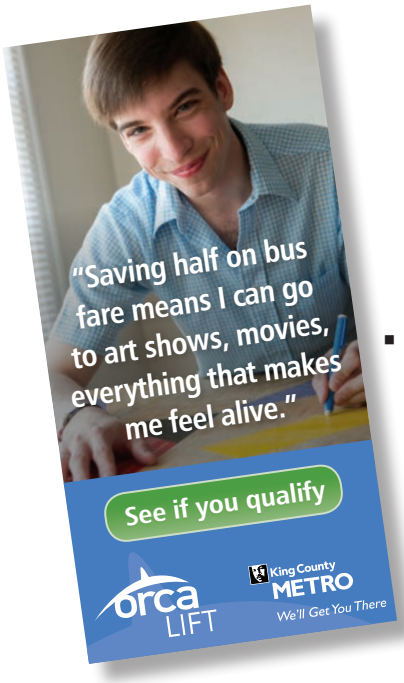
- **Strategy 2.1.1: Design and offer a variety of public transportation products and services appropriate to different markets and mobility needs.**

  The traditional fixed-route transit system is the largest of Metro's services, but it cannot meet every public transportation travel need. Metro provides a range of public transportation products and services to augment the fixed-route transit system and provide geographic value throughout King County.

  Within the fixed-route system, Metro provides several levels of service: very frequent, frequent, local, hourly and peak. Each level can be matched to the community served. Metro's companion piece to the strategic plan, the King County Metro Service Guidelines, considers data for productivity, social equity, and geographic value to help identify which level of service will be appropriate for transit corridors throughout King County.

  Corridors that have the potential for high ridership give Metro opportunities to focus transit service and facility investments. Metro is pursuing these opportunities through the RapidRide program. Six RapidRide lines are in operation, and additional lines could be developed in the future. Communities can leverage Metro's transit investments with supportive development along each line.

  In other parts of the county, fixed-route transit—even at an hourly or peak-only level—is not efficient. In these cases, Metro will work with the community to create alternative service options such as community shuttles, real-time rideshare, community vans, or other innovative ways to provide mobility responsive to community needs. Metro will foster local partnerships and work with local partners to develop and implement these alternative transit services.



- **Strategy 2.1.2: Provide travel opportunities and supporting amenities for historically disadvantaged populations, such as low-income people, students, youth, seniors, people of color, people with disabilities, and others with limited transportation options.**

  Metro serves historically disadvantaged populations with a wide variety of public transportation services and supporting amenities such as bus stops, bus shelters, seating, lighting, waste receptacles. and public information. All buses on the fixed-route system are accessible for most people with disabilities, complementary paratransit services are available for eligible individuals with disabilities who cannot use regular bus service, and facilities are accessible in compliance with the Americans with Disabilities Act. Metro offers other services as well, such as the innovative Community Transportation Program which includes the Taxi Scrip Program, Transit Instruction Program, and Community Access Transportation (CAT). Metro also provides programs such as Jobs Access and Reverse Commute

(JARC), a federal program that is intended to connect low-income populations with employment opportunities through public transportation. Metro also works with local school districts to respond to student transportation needs. Metro regularly reports on its services in compliance with Title VI of the Civil Rights Act of 1964.

Strategy 2.1.3: Provide products and services that are designed to provide geographic value in all parts of King County.
Metro provides public transportation products and services that offer flexible travel options for King County residents and visitors. Metro makes public transportation investments that are appropriate to the land use, employment densities, housing densities, and transit demand in various communities. Metro will continue to provide public transportation to all communities currently served by transit.

There should be a relationship, but not an exact formula, between the tax revenue created in an area of King County and the distribution of public transportation products and services. Service design should also recognize all of the revenues (taxes and fares) generated in the various areas of King County.

Public transportation investments are critical for economic prosperity and the future growth of the region. Metro should get the greatest number of workers to and from job centers. Metro will support access to destinations that are essential to countywide economic vitality.

- **Strategy 2.1.4: In areas that are not well-served by fixed-route service or where geographic coverage service gaps exist, seek to complement or "right-size" transportation service by working with partners to develop an extensive range of alternative services to serve the general public.**
Innovative public transportation services and delivery strategies may meet mobility needs more effectively than regular bus service does in areas not well-suited to fixed-route transit. Metro will seek to replace poorly performing fixed-route services under certain circumstances, to provide better connections to, from and between centers, to serve rural communities, and to seed new routes that would serve emerging markets. These services may also be less costly and more cost-effective than traditional bus service. Metro is exploring opportunities to expand effective and lower-cost alternatives to fixed-route bus service to a broader range of users.

Partnerships are essential to expanding alternative services to these new users. A local partner organization, such as a municipality, nonprofit or business, must be actively engaged and contribute to the development and implementation of the project. Partnerships may include sharing the cost of community engagement, planning, equipment, contracted services, promotions, or other project elements and may involve either cash or in-kind contributions from the partner organization. Local partners may also enact transit-supportive land-use policy or may make infrastructure investments that support transit. Metro will invite certain communities to partner on alternative services projects based on a defined set of allocation criteria. Metro will also create opportunities for local partners to submit alternative services project ideas for consideration. When considering where to implement alternative services projects, Metro will give special consideration to communities with high proportions of low-income or minority populations who depend on public transportation.

To provide an extensive array of services to the general public, changes may be necessary to current code. Metro should consider code changes that clarify eligibility criteria for special programs to allow use by the general public when appropriate.

Existing Alternative Services

VanShare
VanPool
Rideshare Matching
DART and CAT

Community Shuttle

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

Community Van

A fleet of Metro vans for local group trips that are scheduled by a local transportation coordinator to meet locally identified transportation needs.

Real-Time Rideshare

Leveraging mobile applications to enable private carpool ridematching to take place in real-time.

TripPool

Real-time ridesharing between home neighborhood and a transit center. Uses Metro Vans and ORCA fares.

Metro's suite of alternative services and products

Alternative services are a combination of traditional and innovative mobility services. Metro has been offering rideshare services like VanPool, Rideshare Matching, and VanShare for many years. Under the Alternative Services program Metro will be developing a new suite of products that leverage emerging technologies and trends. Current products, shown above, include: Community Shuttles, Community Vans, Real-Time Rideshare, and TripPool.

GOAL 3

ECONOMIC GROWTH AND BUILT ENVIRONMENT

Encourage vibrant, economically thriving and sustainable communities.

Metro supports economic vitality in the region by moving people efficiently and improving the performance of the transportation system.

Objective 3.1 Support a strong, diverse, sustainable economy.

A transportation system that moves people and goods efficiently is critical to economic vitality and the achievement of the region's vision for growth. The regional growth strategy emphasizes the need for an integrated, multimodal transportation system that links major cities and centers. Metro plays an important role in the growth strategy by offering travel options that connect people to areas of concentrated activity, providing affordable access to jobs, education and important social and retail services. ***Intended outcome: Public transportation products and services are available throughout King County and are well-utilized in centers and areas of concentrated economic activity.***

- **Strategy 3.1.1: Encourage land uses, policies, and development that lead to communities that have good access to transit and that transit can serve efficiently and effectively.**

  Metro provides a range of services to get people to work, school, and other places they want to go. The backbone of Metro's system is a network of all-day, two-way bus routes between residential centers, business centers and transit activity centers. Metro also provides commuter service to major destinations from many neighborhoods as well as from a network of park-and-ride lots. Metro provides local services to connect people to the larger transportation system. Rideshare services such as commuter vans and Rideshare-Online.com, as well as community programs such as In Motion and car-sharing, promote alternative travel options.

  Metro augments its own investments by developing mutually beneficial partnerships with public and private entities to improve public transportation. Partners may include local jurisdictions, other agencies, employers, and institutions. Metro enters into agreements in which partners may contribute funding directly for service, including service that complements fixed-route service, that increases service in communities where corridors are below their target service levels, or that supports more service hours or service efficiencies. Partners also may invest in transit speed or reliability improvements. Partnerships may include local government land-use policy changes that promote higher concentrations of residential and employment density, which is conducive to transit. Metro also forms partnerships to develop and promote alternative commute programs and to manage parking and traffic to make public transportation more efficient and attractive. Metro works with the Washington State Department of Transportation and local cities to provide services that help mitigate the impacts of major construction projects. Metro also works with private transportation operators (employee and residential shuttles, transportation network companies, taxis, and other commercial transportation entities) to enable complementary use of Metro services and facilities with those operators.

Strategy 3.1.2: Partner with employers to make public transportation products and services more affordable and convenient for employees.
Metro develops and pursues market-based strategies with employers, institutions and property managers to encourage the use of alternatives to driving alone. Metro offers employers and organizations technical assistance, marketing and training to establish commute benefit programs. These programs give commuters access and incentives for using transit and rideshare services, cycling, walking and teleworking. Examples are ORCA business products and Home Free Guarantee (Metro's emergency ride home service). Metro also coordinates with employer-sponsored transportation services to avoid duplicating existing public services. Metro seeks to identify potential new community and employer-based partnerships that would support transit options for low-income workers.

By working with employers, Metro can increase the use of its products and services as well as those of other transit agencies. Metro can also support progress toward community objectives, while helping employers manage parking and traffic, attract and retain employees, and meet commute trip reduction and sustainability goals.

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

The number of people and jobs in King County is growing, and the demand for public transportation continues to rise. Metro will prepare for this growth by seeking opportunities to expand service, by being more efficient, and by partnering with others to maximize the travel options available. Metro will also strive to improve access to transit—the ability of people to get to transit service and to get from transit service to their final destinations using a range of modes such as walking, biking, driving and other public transportation services. Access is affected by the environment—such as surrounding land use and connectivity, by the safety and security of the surrounding street and sidewalk network, by the availability of service at the access point, and other factors. ***Intended outcome: More people have access to and regularly use public transportation products and services in King County.***

- **Strategy 3.2.1: Expand services to accommodate the region's growing population and serve new transit markets.**
  Population and employment growth are creating emerging and expanding travel markets throughout King County. These markets range from expanding employment centers such as Kirkland's Totem Lake or Seattle's South Lake Union to developing residential communities throughout King County. Metro has many tactics for accommodating growth, such as starting a new route, adding peak trips, extending hours of service to include the midday or evening, or modifying a route to serve a new location.

- **Strategy 3.2.2: Coordinate and develop services and facilities with other providers, local jurisdictions and the private sector to create an integrated and efficient regional transportation system that takes innovative approaches to improving mobility.**

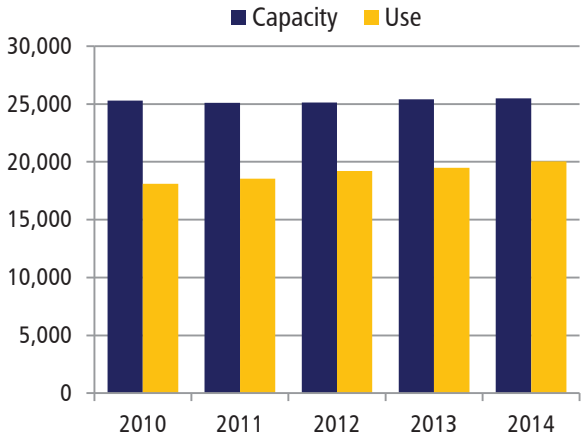
  Metro collaborates with other agencies and organizations to build the best possible regional public transportation network, to make it easy for people to travel between transportation services, to maximize travel options, and to achieve efficiencies by providing services that are complementary rather than duplicative. For example, when Sound Transit introduces new services, Metro explores opportunities to restructure bus routes, improve service integration, enhance service and increase efficiency. By reconfiguring, reducing or eliminating poorly performing routes, Metro can free up resources to invest in routes with greater demand and unmet service needs. Where parallel services exist, Metro can restructure routes to create service that is more frequent, productive and reliable. Metro also coordinates with other agencies and jurisdictions to improve the efficiency of the system through transit speed and reliability improvements. Metro works independently and in coordination with local jurisdictions to implement improvements such as traffic signal coordination, transit queue-bypass lanes, transit signal queue jumps, transit signal priority, safety improvements, and stop consolidations. Metro also supports investments that improve service, attract transit riders, and achieve land-use goals that support transit services.

  Metro also coordinates with other regional and local public transportation entities and the private sector on funding, design, construction and maintenance of capital facilities such as transit hubs, park-and-rides and stations to optimize intermodal connections, promote efficient operation and enhance access. Metro will take innovative approaches to improving mobility.

- **Strategy 3.2.3: Facilitate convenient and safe access to transit by all modes.**

  Metro will work with public and private partners to promote access to transit through all modes, including walking, bicycling, taking connecting transit or paratransit services, or driving to a pick-up/drop-off point or park-and-ride. Tactics include facility design and infrastructure investments to enhance safety, security and connectivity.

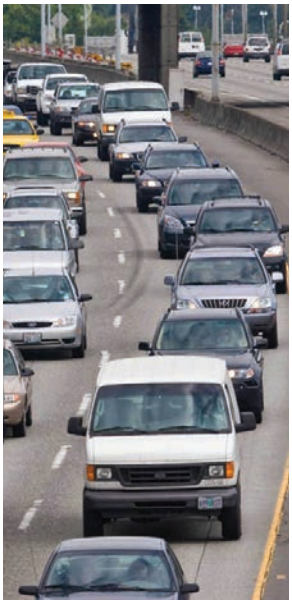
FIGURE 6: **Fourth quarter park-and-ride capacity and use, 2010-2014**
(number of parking spaces)



Strategy 3.2.4: Work in collaboration with transit partners, WSDOT and other public and private partners to address transit parking capacity demand through a range of approaches that use resources efficiently and enable more people to access transit.

Park-and-ride locations provide access to the public transportation system for people who do not live near a bus route or who want the many service options available at park-and-rides. These facilities serve as a meeting place for carpool and vanpool partners, and add to the capacity of the state and interstate highway system. The use of park-and-rides continues to grow, and many lots are at or over capacity every day.

Metro will work with Sound Transit, WSDOT, local cities and others to explore affordable opportunities to increase park-and-ride capacity and enhance transit access. Tactics for responding to demand include managing existing lots including ensuring adequate signage, maximizing occupancy of existing spaces, considering additional potential for leased lots and shared parking, and creating new parking stalls. When creating new capacity, Metro will strive to meet multiple goals that respond to parking capacity demand while also creating mixed-use, transit-supportive development.



Metro will also pursue strategies to improve first/last mile connections and improve education and marketing. Metro will explore opportunities to improve bike and pedestrian access to park-and-rides and other hubs through improved connections, internal circulation, and enhanced facilities such as secure bike storage.

Objective 3.3: Support compact, healthy communities.

Communities that are compact and friendly to pedestrians and bicycles are most easily served by transit. Such communities foster healthier, more active lifestyles while reducing auto-dependency and associated road investments. By the same token, transit service can support and encourage development that is more compact. ***Intended outcome: More people regularly use public transportation products and services along corridors with compact development.***

- **Strategy 3.3.1: Encourage land uses, policies, and practices that promote transit-oriented development and lead to communities that have good access to transit and that transit can serve efficiently and effectively.**
  Metro encourages the development of transit-supportive, pedestrian-friendly communities by working with jurisdictions and providing services to transit-oriented developments. Metro recommends strategies for jurisdictions and agencies to make communities more transit-friendly. Metro also partners with jurisdictions, other agencies and the private sector to spur transit-oriented development through redevelopment opportunities at, or adjacent to, park-and-rides, transit hubs and stations along major transit corridors.

- **Strategy 3.3.2: Support bicycle and pedestrian access to jobs, services, and the transit system.**
  Metro collaborates with local jurisdictions, transit agencies and others to enhance bike and walk connections to transit. Metro develops programs and facilities to improve bicyclists' and pedestrians' connections to transit. Metro also collaborates with public and private partners to enhance the use of bicycles for commute and non-commute purposes to help reduce drive-alone travel. Metro provides three-position bike racks on transit vehicles and is working to increase the availability of secure bicycle parking at new and existing Metro transit facilities. Metro will also explore opportunities to coordinate with local jurisdictions to address safety and security concerns and improve wayfinding measures for all populations. Metro will seek opportunities to improve nonmotorized access and facilities at park-and-rides and major transit hubs.

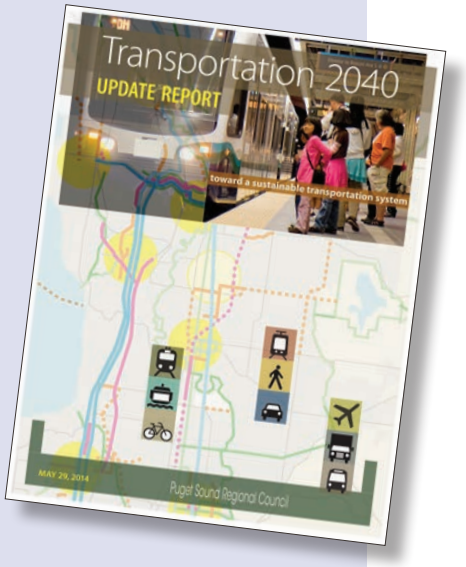
Objective 3.4: Support economic development by using existing transportation infrastructure efficiently and effectively.

Use of transit can increase the efficiency of King County's transportation infrastructure. By carrying more people in fewer vehicles, transit reduces the need for parking spaces at major employment centers and other activity hubs, keeping development costs down. Transit also moves more people on existing roadways, reducing the need for expansion. ***Intended outcome: Regional investments in major highway capacity projects and parking requirements are complemented by high transit service levels in congested corridors and centers.***

- **Strategy 3.4.1: Serve centers and other areas of concentrated activity, consistent with Transportation 2040.**
  Metro focuses on serving King County's designated centers and other areas of concentrated activity, as shown in Figure 3 on page 15 and as prescribed in Transportation 2040 (see below).

  Metro also works with property owners, building managers and employers on a variety of efforts to increase the use of transit. These include parking management, fare media programs, outreach, incentives, work-option programs such as telework, and community programs such as In Motion.

Transportation 2040



Transportation 2040 is an action plan for transportation in the central Puget Sound region that was developed and adopted by the Puget Sound Regional Council.

The region's population is projected to grow from 3.9 million in 2015 to nearly 5 million by the year 2040. The number of jobs in projected to increase from 2.2 million in 2015 to 3 million in 2040. This growth is expected to boost demand for travel within and through the region. Metro's annual service is expected to grow by 2.3 million annual service hours, from about 3.5 million hours in 2015 to 5.8 million hours by 2040. Metro expects to serve about 800,000 weekday boardings.

Transportation 2040 outlines a long-term vision for how the Puget Sound region should invest in transportation to accommodate rising travel demand. The plan identifies investments in roads, transit and non-motorized travel that will support this growth and improve the transportation system. The document lays out a financing plan with more reliance on user fees to fund transportation improvements. It also proposes a strategy for reducing transportation's contribution to climate change and its impact on air pollution and the health of Puget Sound.

GOAL 4

ENVIRONMENTAL SUSTAINABILITY

Safeguard and enhance King County's natural resources and environment.

Metro provides transportation choices and supports travel that uses less energy, produces fewer pollutants and reduces greenhouse gases in the region.

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

King County has a long-term target of reducing greenhouse-gas emissions from countywide sources by 80 percent by 2050 (compared to a 2007 baseline), and to reduce greenhouse gas emissions from its operations by at least 50 percent by 2030 (also compared to a 2007 baseline). The transportation sector is the source of more than half the emissions in the region, so reducing vehicle-miles traveled and emissions is critical to achieving these goals. Every step Metro takes to make transit a more accessible, competitive and attractive transportation option helps to counter climate change and improve air quality. ***Intended outcome: People drive single-occupant vehicles less.***

- **Strategy 4.1.1: Increase the proportion of travel in King County that is provided by public transportation products and services.**
  Metro offers an array of alternatives to single-occupant vehicle travel, and will continue to improve the attractiveness of Metro's products and services and promote them to existing and potential customers.

Objective 4.2: Minimize Metro's environmental footprint.

King County's 2015 Strategic Climate Action Plan provides a road map for confronting climate change in King County, with new targets adopted by the King County Council. These targets include: reduce normalized energy use in County-owned facilities by at least 5 percent by 2020 and 10 percent by 2025, and reduce normalized energy use in Metro's vehicle operations by at least 10 percent by 2020 (all target reductions are compared to a 2014 baseline). In support of this plan, Metro is committed to being a leader in green operating and maintenance practices and minimizing both energy use and greenhouse gas emissions. Metro also educates its employees about reducing energy consumption at work and using public transportation to commute. ***Intended outcome: Metro's environmental footprint is reduced (normalized against service growth).***

- **Strategy 4.2.1: Operate vehicles and adopt technology that has the least impact on the environment and maximizes long-term sustainability.**
  Metro will continue exploring opportunities to employ energy-efficient vehicles for both fixed-route and other services, such as its commuter van programs. Metro has already reduced vehicle emissions by developing and using clean-fuel bus technologies, such as hybrid diesel-electric coaches and zero-emission electric trolleys. Metro is committed to being a leader in the adoption of new energy-efficient and low-emission technologies.

- **Strategy 4.2.2: Incorporate sustainable design, construction, operating, and maintenance practices.**
  Metro incorporates cost-effective green building and sustainable development practices in all capital projects that it plans, designs, constructs, remodels, renovates, and operates. Metro will continue seeking opportunities to improve energy efficiency and conservation and to decrease energy use in its facilities. Metro follows King County's Green Building and Sustainable Development Ordinance and strives for Leadership in Energy and Environmental Design (LEED) certification where possible.

GOAL 5

SERVICE EXCELLENCE

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

Metro seeks to provide reliable, safe and convenient transportation services that are valued by customers and responsive to the needs of people, businesses and communities.

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

Metro associates customer satisfaction with a favorable public image, customer loyalty, and strong community support, as well as the provision of quality service. Metro is committed to giving its customers a positive experience at every stage, from trip planning to arrival at a destination. ***Intended outcome: People are more satisfied with Metro products and services.***

- **Strategy 5.1.1: Provide service that is easy to understand and use.**
  A public transportation system that is easy to understand and use is important to attracting and retaining riders and increasing market share. People may not try public transportation if they do not know which bus routes or other services to use, how to pay a fare, how to transfer among services, or where to get off. Customer information tools are essential to inform riders about services and help them easily navigate the public transportation system. These include tools that remove barriers for people with disabilities, such as auditory stop announcements. Products such as the ORCA fare card simplify fare payment and transfers among transit agencies in the Puget Sound region. Customer information tools ease public transportation use for new and existing riders alike.

- **Strategy 5.1.2: Emphasize customer service in transit operations and workforce training.**
  Every customer experience affects perceptions of the quality of Metro service. Metro operators are at the front lines of transit service, interacting with customers daily. Other Metro employees interact with customers at service centers, over the phone, or at public meetings. Metro will work to achieve high levels of customer service in all of these interactions, and to continually emphasize to employees the importance of good customer service.

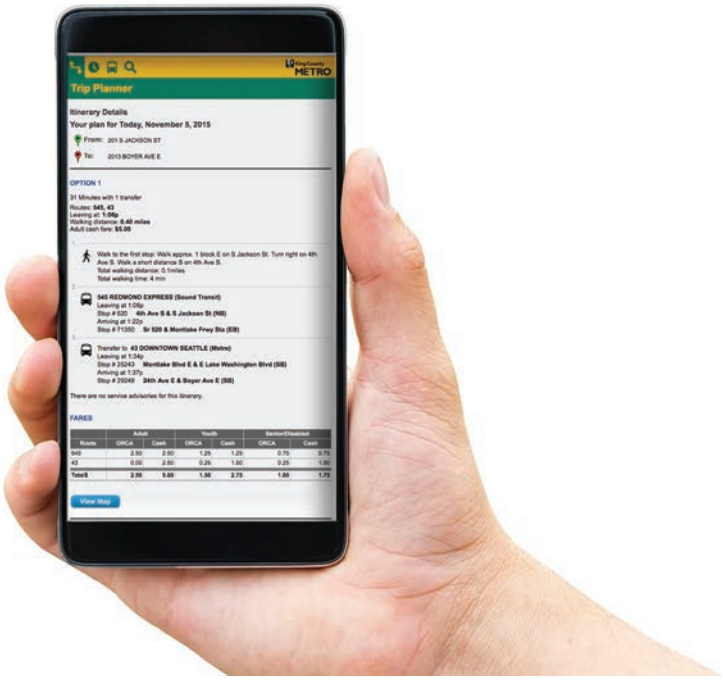
- **Strategy 5.1.3: Improve transit speed and reliability.**
  Transit speed and reliability is an important aspect of customer satisfaction. Metro regularly monitors the on-time performance of its bus routes and strives to achieve its performance guidelines. To help improve transit speed and reliability, Metro is committed to managing transit pathways. Its speed-and-reliability program places high priority on corridors with high ridership and bus volumes, such as Metro's six RapidRide corridors, and on corridors impacted by major construction projects, such as replacement of the Alaskan Way Viaduct and the SR-520 bridge. A range of speed and reliability improvements including traffic signal coordination, transit signal priority, bus lanes, queue bypass, safety improvements and stop consolidation can be implemented on a corridor or spot basis. Metro works independently and in coordination with local jurisdictions to make improvements that enhance the speed and reliability of bus service, help maintain even intervals between buses, and reduce overcrowding and delays.

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

People will use public transportation products and services that meet their needs, but they must first learn about the service that is available. Marketing and customer information tools are critical for increasing ridership by communicating the availability, value, benefits and "how to" of using public transportation. ***Intended outcome: People understand how to use Metro's products and services and use them more often.***

- **Strategy 5.2.1: Use available tools, new technologies, and new methods to improve communication with customers.**
  Metro currently uses a range of tools to give customers up-to-date information on public transportation services and service disruptions and to promote Metro products and services. Internet-based media will offer new opportunities to reach even more people and keep them informed. Independent application developers augment and support Metro's efforts to improve customer communications. Metro will continue to improve its communications so that customers can easily access information when they need it most.

- **Strategy 5.2.2: Promote Metro's products and services to existing and potential customers.**
  Effective marketing generates ridership and improves overall awareness and understanding of the public transportation system. Marketing activities include direct promotion, advertising, product branding and positive customer service. These activities can support events such as periodic service changes, major initiatives such as Transit Now, and campaigns focused on target groups. As Metro seeks to grow overall ridership and increase efficiency by attracting riders to services with existing capacity, expanded marketing efforts—including market research and promotion—will make a difference.



GOAL 6

FINANCIAL STEWARDSHIP

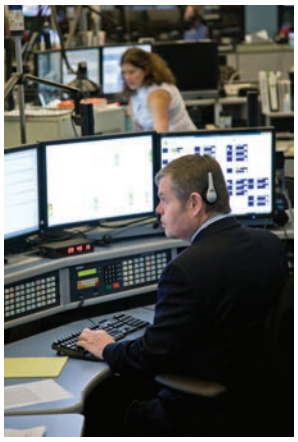
Exercise sound financial management and build Metro's long-term sustainability.

Metro is committed to using resources wisely and increasing the efficiency of its operations.

Objective 6.1: Emphasize planning and delivery of productive service.

Metro should create a public transportation system that emphasizes productivity, while ensuring social equity and providing geographic value. A focus on productivity will support regional and local growth and economic development as well as environmental and financial sustainability. ***Intended outcome: Service productivity improves.***

- **Strategy 6.1.1: Manage the transit system through service guidelines and performance measures.**
  Service guidelines and performance measures will help the public, Metro and King County decision-makers determine the appropriate level and type of service for different corridors and destinations. Metro will use the service guidelines to plan and manage the transit system. The Guidelines will clearly state how the priorities of productivity, social equity and geographic value will be used to establish service levels for the All-Day and Peak-Only Network. The guidelines also provide direction for evaluating system performance, restructuring service, designing service, planning alternative services, planning service changes, and working with partners. The establishment and use of route, system and peer-comparison performance measures will enable Metro and the public to better understand how Metro's services are performing.



- **Strategy 6.1.2: Establish and maintain a long-range transit service and capital plan developed in collaboration with local comprehensive and regional long-range transportation planning.**
  To implement the vision for public transportation, as established in the Strategic Plan for Public Transportation, King County shall establish and maintain a long-range plan that: (1) reflects regional transit service and capital plans identified through Sound Transit's adopted long-range plan and incorporates transit service needs identified through adopted local comprehensive and other transportation plans; (2) uses, as a starting point, today's transit network and needs as defined by the King County Metro Service Guidelines; and (3) remains consistent with the policies and values of the Strategic Plan for Public Transportation. The Metro Transit long-range plan adopted by the King County Council should include the unmet transit service needs throughout King County as identified by the existing Metro Service Guidelines, as well as the service and capital elements of a future Metro transit network at various funding levels that support local jurisdiction and regional plans. The plan shall take into consideration the Puget Sound Regional Council's economic, growth management, and transportation plans.

  King County shall develop the long-range plan in coordination with local jurisdictions and regional transit agencies. Development of the long-range plan shall be based on the principle that jurisdiction comprehensive and transportation plans inform the long-range plan and the long-range plan informs jurisdiction comprehensive and transportation plans. The specific approach to coordination shall be subject to the financial and staffing constraints of Metro as specified at the time of developing or updating the plan. In order to provide a realistic funding framework for addressing existing unmet and future system needs, this plan shall reflect resource availability and financial estimates of the total Metro transit need to support regional and local comprehensive and other transportation plans.

This strategy shall be implemented within the approved financial, staffing and policy framework of King County Metro, especially as it pertains to inputs from other plans and jurisdictions. Nothing in this strategy is intended to infer a responsibility for jurisdictional planning beyond King County's direct authority.

Objective 6.2: Control costs.

Metro should control costs to provide a structure that is sustainable over time.
Intended outcome: Metro costs grow at or below the rate of inflation.

- **Strategy 6.2.1: Continually explore and implement cost efficiencies, including operational and administrative efficiencies.**
  Metro will continue to seek efficiencies in the administration and operation of the agency, including overhead costs, to ensure that Metro develops a more sustainable financial structure in the long term. Opportunities to improve service and increase efficiency include restructuring service and maintaining the practices that were recommended in the 2009 King County auditor's performance audit of Metro and subsequently adopted by Metro. This audit identified areas where Metro could achieve cost efficiencies, such as in the way it schedules fixed-route service. Metro will continue striving to maximize cost-efficiency in all sections of the agency through the use of Lean and other process improvement methods.

- **Strategy 6.2.2: Provide and maintain capital assets to support efficient and effective service delivery.**
  Metro's capital program supports service delivery and provides for ongoing replacement of aging infrastructure. Regular maintenance and upgrades keep Metro's facilities in good repair and support efficient, safe and reliable transit operations. Metro also invests in new operations facilities, on-board systems, signal priority improvements, and real-time technology. Strategic investments in new infrastructure allow Metro to enhance the efficiency and effectiveness of the public transportation system.

  Metro will develop a prioritized set of strategic procurement goals to guide procurement processes and decisions. Metro will replace and adjust the transit bus fleet so that the size, fleet mix, and fleet age are consistent with service projections and operating characteristics of the regular bus system. Metro will replace and expand its vanpool fleet to provide the appropriate mix of vehicle sizes, both to encourage and support vanpool program participants and to minimize costs. Metro will also replace and expand the fleet of Access paratransit vehicles to support efficient operations.

- **Strategy 6.2.3: Develop and implement alternative public transportation services and delivery strategies.**
  Fixed-route transit service is most cost-efficient in areas of King County where housing and employment are concentrated, and where neighborhood design supports walking as the first- and last-mile mode choice. Fixed-route transit service is not cost-effective in some areas of King County because of the type of land uses, infrastructure, or density. However, people in these areas still have mobility needs and, by circumstance or choice, require public transportation services. Metro provides alternative service products such as ridesharing, community vans, community shuttles, Dial-A-Ride Transit, and Community Access Transportation in these areas. Metro will continue to complement the fixed-route system with these

and other innovative public transportation services and delivery strategies that keep costs down while providing mobility to people throughout King County.

- **Strategy 6.2.4: Provide alternative or "right-sized" services in the context of overall system financial health and the need to reduce, maintain or expand the system.**
  Metro will extend alternative service delivery products to communities according to market characteristics and resources available. Alternative or "right-sized" services can provide cost-effective mobility options for communities. Depending on Metro's financial standing and financial outlook, it may provide these services as a cost-effective alternative to a fixed-route service or as a complement to the public transit network.

  When financial challenges require Metro to consider service reductions, alternative services can provide a lower-cost service option in low-density areas that are surrounded by or adjacent to rural areas, or provide a lower-cost service in place of an existing fixed route in other areas. When revenues are stable or growing, Metro will consider alternative services in other corridors to provide a cost-effective complement to existing public transit services.

Objective 6.3: Seek to establish a sustainable funding structure to support short- and long-term public transportation needs.

New, sustainable funding sources are critical if Metro is to continue current operations and achieve the region's goals and vision for the future. Additional and sustainable revenue sources, along with changes in the way service decisions are made and public transportation resources are allocated, will allow Metro to support the growth and economic development of King County. ***Intended outcome: Adequate funding to support King County's short- and long-term public transportation needs.***

- **Strategy 6.3.1: Secure long-term sustainable funding.**
  Even with efficiency measures, Metro's resources must increase over time to meet growing customer demand. New, sustainable funding sources are crucial to ensure that Metro can support existing transit service and plan for future growth. Funding that reduces Metro's reliance on sales tax revenue, which fluctuates significantly as economic conditions change, is also critically important for maintaining the transit system. Metro is exploring several potential revenue sources that would improve Metro's funding situation. Among these potential sources are fares, grants, advertising, and partnerships with local jurisdictions and businesses. Metro places high priority on funding sources that enable sustained operations over time and on one-time revenue sources that allow implementation of a particular project or program. When revenue-backed funding expires or a partner ends a partnership with Metro, Metro will strive to continue the service if resources are available and if the service supports Strategic Plan and Service Guidelines goals. If sufficient resources are not available, Metro will seek efficiencies in existing service in the same general area, or propose a restructure in collaboration with the affected communities, to support the continuation of revenue-backed service that supports Strategic Plan and Service Guidelines goals. If these options are not feasible, Metro may reduce service to pre-grant or partner-contribution levels.

Metro will also pursue new revenue sources through state legislation, including sources that are currently authorized and those that may require new legislation. Metro must establish a stable revenue source or program that allows for system growth and keeps pace with changes in regional growth and employment.

- **Strategy 6.3.2: Establish fare structures and fare levels that are simple to understand, aligned with other service providers, and meet revenue targets established by Metro's fund management policies.**
  Metro's fare structure and fare levels should enable Metro to meet cost-recovery targets that are established by fund management policies adopted by the King County Council. Fares should be set to reflect the cost of service, promote operational efficiency, ensure regional coordination, minimize impacts of fares on those least able to pay, and reduce the cost of fare collection. Metro fare prices should strike a balance between revenue generation objectives and the need to maintain existing service and attract new ridership. Metro's fares will comply with state and federal regulations. The fare structure and level should be reviewed biennially.

  Metro works with the region's transit agencies to coordinate fares and schedules. Several transportation agencies, including Metro, collaborated to introduce ORCA, the regional fare payment method that enables customers to use one card to pay their fare on multiple systems throughout the Puget Sound area.

  Metro also regularly works with other agencies to coordinate policies, practices and services throughout the Puget Sound region to provide a consistent transit experience for customers. Simple and consistent fares are important to make transit easy to use for both new and existing transit riders.

- **Strategy 6.3.3: Establish fund management policies that ensure stability through a variety of economic conditions.**
  Metro is committed to comprehensive and prudent financial planning and forecasting that uses reasonable economic assumptions along with specific programmatic plans to project future revenues, expenditures, and resulting fund balances. Metro's fund management policies guide the development of a six-year financial plan that is produced through the budget process and adopted by the King County Council. Metro's fund management policies, planning, and ongoing forecasting allow the transit system to respond effectively to unforeseen emergencies and changes in the economy without large impacts to existing services.

GOAL 7

PUBLIC ENGAGEMENT AND TRANSPARENCY

Promote robust public engagement that informs, involves, and empowers people and communities.

Metro is committed to informing and engaging the public as it develops products and services.

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

Metro is committed to being responsive and accountable to the public. One way Metro will meet this commitment is by continuing to conduct a community planning process and public outreach as part of any major service change or new service initiative. ***Intended outcome: The public plays a role and is engaged in the development of public transportation.***

- **Strategy 7.1.1: Engage the public in the planning process and improve customer outreach.**
  Metro's community engagement work is consistent with King County's Equity and Social Justice ordinance. Metro seeks to build its capacity to engage all communities in a manner that promotes and fosters trust among people across geographic, race, class and gender lines, resulting in more effective policies, processes, and services as well as supporting community-based solutions to problems.

  Metro's planning process provides opportunities for the public to help design public transportation services. It involves riders, non-riders, elected officials, community leaders, city and County staff members, and social service agencies. Outreach targets historically under-represented populations, using translated materials or interpretation services as needed. Metro uses public meetings, open houses and a sounding board process to engage customers. Metro also does extensive public communication using direct mail, newspaper and radio ads, surveys and online information, and continually explores new media to reach a larger audience. Metro will strive to involve the public early in any planning process and offer opportunities for ongoing involvement.

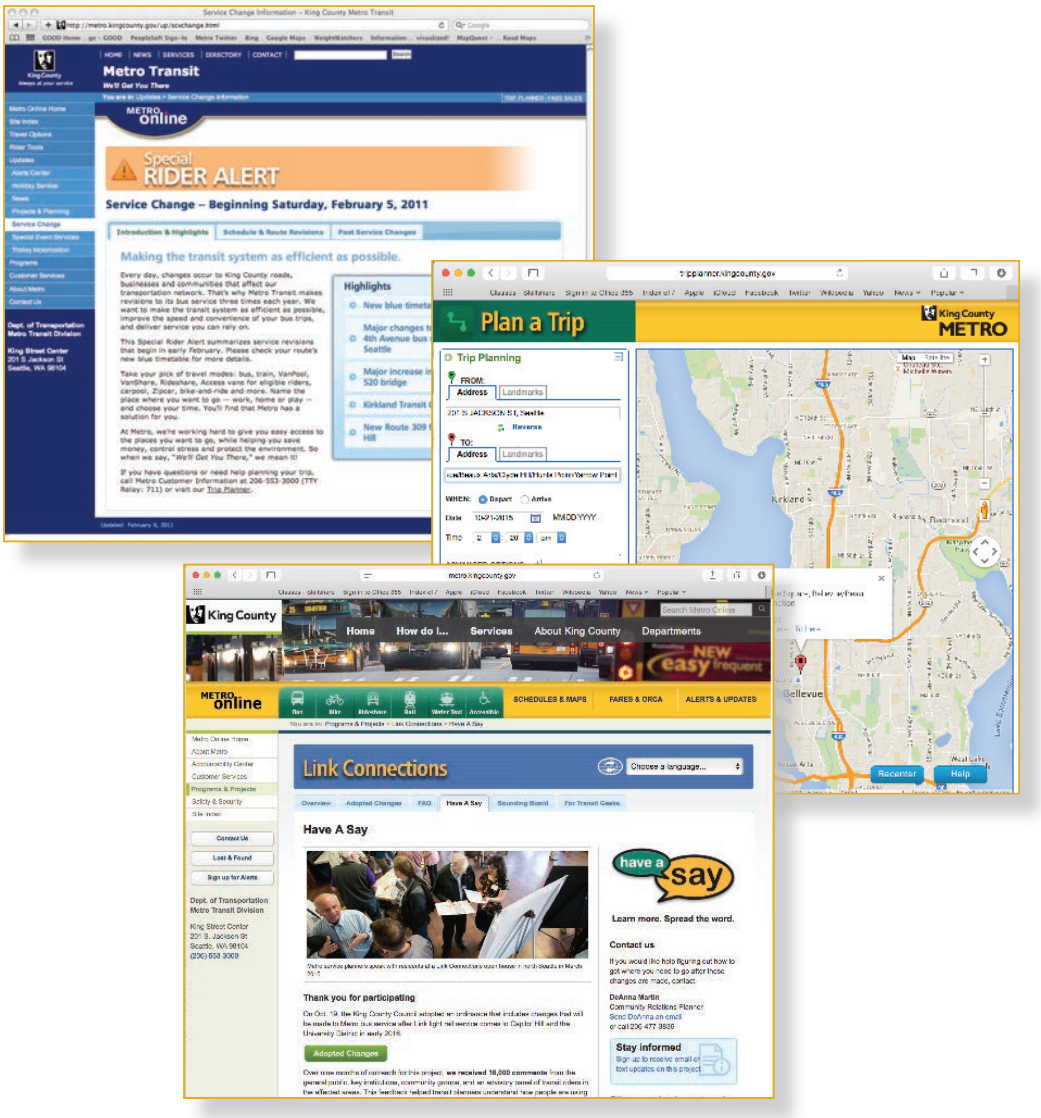
Objective 7.2: Increase customer and public access to understandable, accurate and transparent information.

Transparent decision-making processes and information will help build public trust in Metro and acceptance of the decisions made. ***Intended outcome: Metro provides information that people use to access and comment on the planning process and reports.***

- **Strategy 7.2.1: Communicate service change concepts, the decision-making process, and public transportation information in language that is accessible and easy to understand.**
  Metro's decision-making process should be clear, transparent and based on criteria that are easy for customers to understand. Metro considers equity and social justice in its decision-making process, particularly for people of color, low-income communities, people with limited English proficiency, and people with other communications barriers consistent with King County's Equity and Social Justice Ordinance, Executive Order on Translation, and federal law. Service guidelines and performance measures provide an outline of Metro's approach to decision-making. Guidelines are based on data that are understandable to the public and provide for a transparent process for making service allocation decisions. Performance measures will give the public a snapshot of Metro's performance on a systemwide level and allow for comparisons between service types and between peer

agencies. Using a variety of forums, media channels and accessible formats, Metro will reach out to customers and the public to share information on the decision-making process and on the performance measures that are the basis of Metro service changes and new service initiatives.

- **Strategy 7.2.2: Explore innovative ways to report to and inform the public.**
  New forums for public outreach can help Metro reach more new and existing riders and make it easier for them to find the information they need. Metro will continue providing information to the public through various channels including printed materials, Metro Online, social media and other channels.



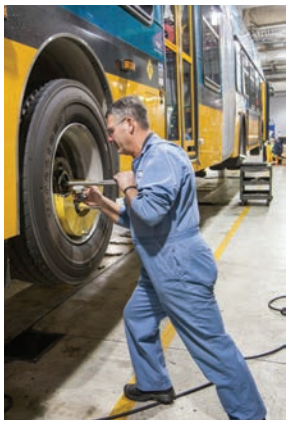
GOAL 8

QUALITY WORKFORCE

Develop and empower Metro's most valuable asset, its employees.

Metro strives to develop and retain an effective, customer-oriented workforce that embraces collaboration, innovation and diversity.

Objective 8.1: Attract and recruit quality employees.



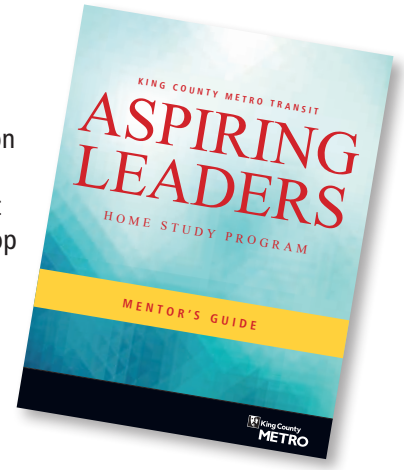
Metro's products and services are a reflection of the employees who deliver them. To maintain excellent services, Metro recruits quality and committed employees and creates a positive work environment. Metro prides itself as being a great place to work and a fair and just employer that values a diverse and skilled workforce. ***Intended outcome: Metro is satisfied with the quality of its workforce.***

- **Strategy 8.1.1: Market Metro as an employer of choice and cultivate a diverse and highly skilled applicant pool.**
  Metro makes itself a prominent employer through local and national recruiting. Networking with local community-based agencies and professional organizations encourages the development of a highly skilled applicant pool.

- **Strategy 8.1.2: Promote equity, social justice and transparency in hiring and recruiting activities.**
  Metro constantly seeks to improve its hiring and recruitment process to ensure that it is open and competitive. Successful candidates are objectively selected on the basis of their qualifications. Metro promotes diversity in its hiring process. Metro believes that its workforce should reflect the populations it serves and recruits from the local workforce.

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

Metro strives to support its employees, empower them to excel, recognize their achievements, and help them develop professionally. Metro values input from employees on ways to improve business practices and make Metro more efficient. ***Intended outcome: Metro employees are satisfied with their jobs and feel their work contributes to an improved quality of life in King County.***



- **Strategy 8.2.1: Build leadership and promote professional skills.**
  Metro employs thousands of individuals in management, maintenance and operations positions. Metro management encourages a high level of collaboration with its employees, maintains effective labor relations, and identifies situations for improvement and for employee advancement. Metro recognizes that the next generation of leaders is likely already among us and seeks to identify and develop those leaders.

- **Strategy 8.2.2: Recognize employees for outstanding performance, excellent customer service, innovation and strategic thinking.**
  The most effective way for Metro to remain a resilient organization is to develop a work environment where employees are rewarded for high performance and innovation. Metro empowers its employees to engage in problem-solving and service improvement by collaborating with them and recognizing their efforts. Developing a work force driven by excellence will help Metro reduce costs while providing high-quality, customer-driven service.

- **Strategy 8.2.3: Provide training opportunities that enable employees to reach their full potential.**
  Training offers opportunities for employees to learn new skills, develop existing skills and grow professionally. Metro offers employees a number of training resources through national transit organizations, county agencies and other professional development groups. A focus of Metro's training efforts is its operators, as they interact most directly with customers. Developing the workforce further is essential to Metro's success as the organization continues to grow and plan for the future.

PACE

The Partnership to Achieve Comprehensive Equity (PACE), is a partnership between Metro employees, labor unions and managers who are working together to build and sustain an inclusive, fair and equitable workplace for everyone.

PACE asks employees to help identify barriers they see to inclusion and to recommend strategies for overcoming those barriers. PACE is also a platform for learning about sensitive issues like cultural competence, implicit bias, and power and privilege.

Formed in 2013, PACE seeks to:

- Respect, engage, and empower employees
- Create shared responsibility for the work culture
- Use proven processes for transforming organizations
- Be intentionally inclusive

In the culture PACE strives to achieve, all Metro employees will be respected, engaged, and empowered at work, enabling them to provide the best possible service to the community.

An example of a PACE-driven initiative was a recruitment effort to fill seven Transit Chief vacancies in 2015. Metro's Human Resources group focused on increasing transparency about the hiring process and helping applicants learn about the chief position and navigate the recruitment process. The result was a highly qualified and diverse group of new Transit Chiefs.

CHAPTER 3: **PLAN PERFORMANCE MONITORING**

Metro's strategic plan is a blueprint for Metro to improve its public transportation products and services in meaningful and measurable ways. Performance monitoring will help Metro evaluate its progress, plan and budget for the future, and improve agency practices. By making performance reports readily available, Metro can make its progress transparent to internal and external audiences. This section gives an overview of how Metro and its stakeholders can measure the progress and impacts of the strategic plan.

SECTION 3.1

How Metro measures performance

Metro measures the performance of individual routes, of the Metro system as a whole, and of various products and services. Metro reports various measures in the Federal Transit Administration's National Transit Database, in monthly and annual management reports (see sidebar), and in project-specific performance reports. These reports serve a number of purposes: They comply with federal and state reporting requirements, give public transportation managers the data they need, assess progress towards goals and objectives, inform management and policy decisions, and give the public a way to assess Metro's performance.

Measuring strategic plan progress

Reporting for this strategic plan will focus primarily on objectives and strategies. Metro will use some of the measures already used for other reporting purposes, augmented by measures specific to the strategic plan. Reporting for this plan will support and enhance Metro's ongoing measurement and use of performance data.

This plan provides for performance measurement at three levels:

- **Objectives**
- **Strategies**
- **Peer comparison.**

The following pages describe these measurement levels and associated measures. Metro will report on strategic plan measures annually, and will update this section of the plan as necessary to improve performance measurement.

After January 1, 2012, prior to proposing any budget that includes a change in the system greater than 10 percent of the system hours during the next two-year period, Metro will report on strategic plan measures if a report has not been delivered within the last 12 months.

Metro performance measurement information

Metro launched an online "Monthly Performance Indicators" website to give the public current information about Metro's performance.

On this site, people can find graphs and data showing trends in ridership, service quality, safety and security, finances, and service effectiveness.

Find this site and links to other Metro reports at www.metro.kingcounty.gov/metro/accountability

Measuring objectives

Each objective in the plan has an intended outcome that relates to an aspect of Metro's vision. Metro will measure progress toward these broad outcomes at the systemwide level using metrics and measurement methods that incorporate many factors. The combined results will give an indication of Metro's overall progress toward achieving its vision. Objectives could be measured in a variety of different ways, and techniques for measurement may change over time. Table 2 shows each objective and its related outcome. These outcomes will be reported in a variety of ways, including maps, graphs and text.

TABLE 2: **Objectives and related outcomes**

GOAL	OBJECTIVE	OUTCOME
1	Keep people safe and secure.	Metro's services and facilities are safe and secure.
2	Provide public transportation products and services that add value throughout King County and that facilitate access to jobs, education and other destinations.	More people throughout King County have access to public transportation products and services.
3	Support a strong, diverse, sustainable economy.	Public transportation products and services are available throughout King County and are well-utilized in centers and areas of concentrated economic activity.
	Address the growing need for transportation services and facilities throughout the county.	More people have access to and regularly use public transportation products and services in King County.
	Support compact, healthy communities.	More people regularly use public transportation products and services along corridors with compact development.
	Support economic development by using existing transportation infrastructure efficiently and effectively.	Regional investments in major highway capacity projects and parking requirements are complemented by high transit service levels in congested corridors and centers.
4	Help reduce greenhouse gas emissions in the region.	People drive single-occupant vehicles less.
	Minimize Metro's environmental footprint.	Metro's environmental footprint is reduced (normalized against service growth).
5	Improve satisfaction with Metro's products and services and the way they are delivered.	People are more satisfied with Metro products and services.
	Improve public awareness of Metro products and services.	People understand how to use Metro's products and services and use them more often.
6	Emphasize planning and delivery of productive service.	Service productivity improves.
	Control costs.	Metro costs grow at or below the rate of inflation.
	Seek to establish a sustainable funding structure to support short- and long-term public transportation needs.	Adequate funding to support King County's short- and long-term public transportation needs.
7	Empower people to play an active role in shaping Metro's products and services.	The public plays a role and is engaged in the development of public transportation.
	Increase customer and public access to understandable, accurate and transparent information.	Metro provides information that people use to access and comment on the planning process and reports.
8	Attract and recruit quality employees.	Metro is satisfied with the quality of its workforce.
	Empower and retain efficient, effective, and productive employees.	Metro employees are satisfied with their jobs and feel their work contributes to an improved quality of life in King County.

Measuring strategies

The strategies in the plan support the objectives. Strategies will be assessed using discrete, quantifiable metrics to determine if they are being successfully implemented and are having the intended impact. Strategies could be assessed in a variety of ways and measurement techniques may change over time. The performance measures for assessing strategies are listed in Table 3. These measures focus on different aspects of the public transportation system, including transit use, productivity, cost, social equity and geographic value. Specific thresholds and targets for these measures will be established in Metro's business plans.

TABLE 3: **Strategy performance measures**

GOAL 1: SAFETY	
1	Preventable accidents per million miles
2	Operator and passenger incidents and assaults
3	Customer satisfaction regarding safety and security
4	Effectiveness of emergency responses
GOAL 2: HUMAN POTENTIAL	
1	Population within a ¼-mile walk to a transit stop
2	Number of jobs within a ¼-mile walk to a transit stop
3	Number of students at universities and community colleges that are within a ¼-mile walk to a transit stop
4	Percentage of households in low-income census tracts within a ¼-mile walk to a transit stop
5	Percentage of households in minority census tracts within a ¼-mile walk to a transit stop
6	Population within ½ mile of stops with frequent service
7	Number of jobs within ½ mile of stops with frequent service
8	Households within specific ranges of distance from frequent service
9	Average number of jobs and households accessible within 30 minutes countywide (total population, low-income population, minority population)
10	Average number of jobs and households accessible within 30 minutes from regional growth centers, manufacturing/industrial centers, and transit activity centers
11	Vanpool boardings
12	Transit mode share by market
13	Student and reduced-fare (youth, seniors, people with disabilities) and low-income fare permits and usage
14	Accessible bus stops
15	Access registrants
16	Access boardings/number of trips provided by the Community Access Transportation (CAT) program
17	Requested Access trips compared to those provided
18	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
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 (individually and systemwide); capacity and utilization of park-and-ride lots with frequent service
7	HOV lane passenger miles
8	Bike locker capacity and utilization (including number of locations with bike lockers)
GOAL 4: ENVIRONMENTAL SUSTAINABILITY	
1	Average miles per gallon of Metro's bus fleet
2	Vehicle energy use (diesel, gasoline, kWh) normalized by miles
3	Vehicle fuel use (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	
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	
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

GOAL 6: FINANCIAL STEWARDSHIP CONTINUED	
16	ORCA use
17	Asset condition assessment
18	For new or nontraditional alternative services, cost per boarding, ride or user, as appropriate (Note: different performance measures may be used to evaluate different types of services.)
GOAL 7: PUBLIC ENGAGEMENT AND TRANSPARENCY	
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	
1	Demographics of Metro employees
2	Employee job satisfaction
3	Promotion rate
4	Probationary pass rate

Peer comparison

Comparisons with peer transit agencies provide an additional benchmark for measuring Metro's performance.

Peer comparisons provide a general sense of whether Metro is improving, maintaining or falling behind in comparison to national trends. These comparisons often raise questions about why Metro is improving or not. Answering these questions typically requires further analysis, which Metro does by examining its relevant business processes or conducting in-depth research on peer agencies that are making the greatest improvements on the measure in question.

TABLE 4: **Peer comparison–key areas of performance**

EFFECTIVENESS	EFFICIENCY	COST EFFECTIVENESS
1) Percent change in boardings per capita	1) Percent change in cost per vehicle hour	1) Percent change in cost per boarding
2) Percent change in boardings per vehicle hour	2) Percent change in cost per vehicle mile	2) Percent change in cost per passenger mile
3) Percent change in passenger miles per vehicle mile		

Strategic plan reporting will compare Metro with other large bus agencies in the U.S. in three key areas of performance: effectiveness, efficiency and cost-effectiveness. The specific indicators for each will be calculated using the Federal Transit Administration's annual National Transit Database reports.

SECTION 3.2

Route performance

Metro uses service guidelines to evaluate the performance of individual routes in the fixed-route system. Performance management guidelines are applied to individual routes to identify high and low performance, areas where investment is needed, and areas where resources are not being used efficiently and effectively. Both productivity and service quality are measured.

Metro may adjust routes to improve the performance of the individual route as well as the performance of the entire Metro fixed-route system. Metro revises service two times a year. Significant changes to routes generally have a large public outreach process and are subject to approval by the King County Council. Minor changes, as defined by the King County Code, may be made administratively. More information is available in the service guidelines.

Attachment B

KING COUNTY METRO

Service Guidelines

2015 UPDATE

April 27, 2016

King County METRO

We'll Get You There

TABLE OF CONTENTS

Introduction **1**

Evaluating and Reporting on the Existing Network **5**

Setting target service levels 5

Evaluating and managing system performance 14

Planning and Designing Service and Service Changes **17**

Designing service 17

Restructuring service 21

Planning alternative services 23

Working with partners 25

Planning and community engagement 27

Adding, Reducing and Changing Service **29**

Appendix 1 Centers in King County **34**

Appendix 2 Corridors Evaluated for all Day and Peak Network **36**

Appendix 3 Glossary **39**

Introduction

Metro uses service guidelines to evaluate, design and modify transit services to meet changing needs and to deliver efficient, high-quality service. The guidelines help us make sure that our decision-making and recommendations to policy makers are objective, transparent, and aligned with the region's goals for public transportation. Use of the guidelines fulfills Metro's Strategic Plan Strategy 6.1.1, "Manage the transit system through service guidelines and performance measures."

The service guidelines establish criteria and processes that Metro uses to analyze and plan changes to the transit system. They provide direction in the following areas:

Evaluating and Reporting on the Exisiting Network

SETTING TARGET SERVICE LEVELS
Define a process for assessing the market potential of corridors in Metro's bus network using factors of corridor productivity, social equity, and geographic value, and determining the appropriate level of service for each corridor.

EVALUATING AND MANAGING SYSTEM PERFORMANCE
Establish measures for evaluating route productivity, passenger loads, and schedule reliability for every route based on service type (urban, suburban, DART/community shuttles) to identify where changes may be needed to improve efficiency, effectiveness and quality.

Planning and Designing Service and Service Changes

DESIGNING SERVICE
Provide qualitative and quantitative guidelines for designing specific transit routes and the overall transit network.

RESTRUCTURING SERVICE
Define the circumstances that should prompt Metro to restructure multiple routes along a corridor or within a larger area and how restructures should be done.

PLANNING ALTERNATIVE SERVICES
Help Metro plan, implement and manage the Alternative Services Program.

WORKING WITH PARTNERS
Describe how Metro can form partnerships to complement and expand service.

PLANNING AND COMMUNITY ENGAGEMENT
Guide the public engagement process that is part of Metro's service planning.

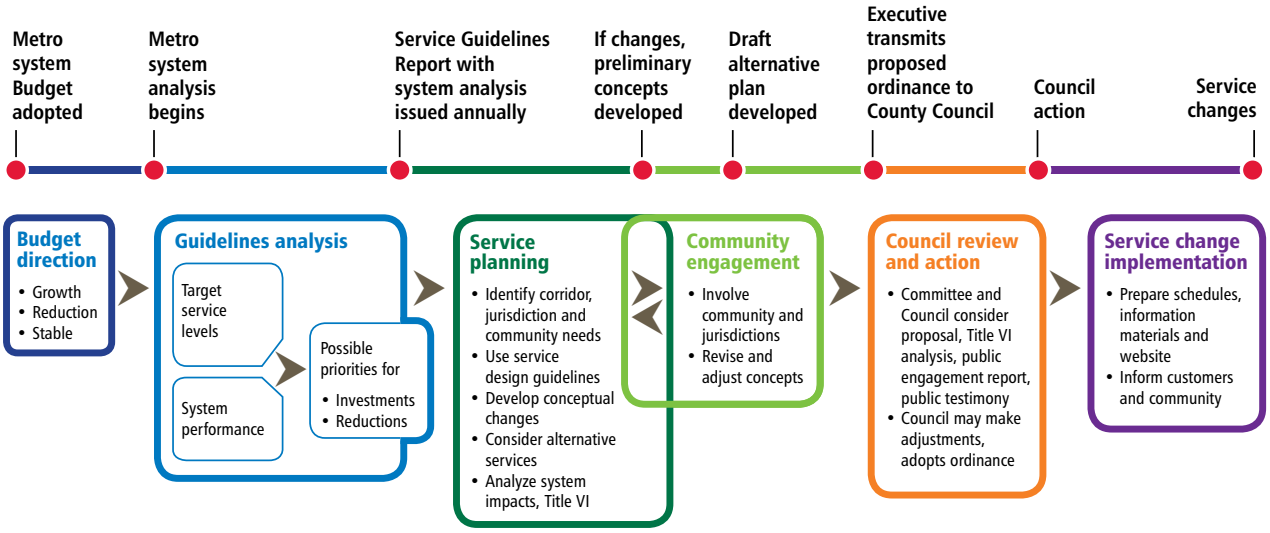
Adding, Reducing and Changing Service

ADDING, REDUCING AND CHANGING SERVICE
Establish the priority order in which the guidelines will be considered as Metro makes recommendations about adding, reducing, or adjusting service and describe how Metro will report on the performance of individual bus routes and the Metro system as a whole.

How the guidelines are used

Every year, Metro uses the service guidelines to analyze the corridors and bus routes in the transit system. The results are published in an annual Service Guidelines Report that is transmitted to the King County Council and made available to the public.

Metro uses the results of this analysis, as well as guidelines concerning service design and alternative services, to develop service change proposals. The guidelines analysis is one step in a planning process that starts with the adoption of Metro's budget and results in changes to transit service (see chart below).



Why the guidelines were created and how they have changed

Metro's original service guidelines resulted from the work of the 2010 Regional Transit Task Force (RTTF). King County formed the RTTF to consider a policy framework to guide service investments or—if necessary—reduction of the Metro Transit system.

The RTTF recommended that Metro adopt transparent, performance-based guidelines for planning service that emphasize productivity, social equity, and geographic value.

In the four years after the service guidelines were adopted, Metro completed five Service Guidelines Reports that evaluated system performance and identified countywide service needs, and adjusted service using the results 12 times. The County made revisions to the Service Guidelines in 2012 and 2013.

The County formed a Service Guidelines Task Force (SGTF) in 2015 to consider further refinements to the guidelines based on the experience using them. The SGTF used the solid foundation developed in the 2010 effort to further analyze how transit service is allocated and measured across the region. The success of the RTTF was due in part to collaboration among King County, partner cities, regional decision makers, and diverse stakeholders. This same approach helped the SGTF develop recommendations for improving King County's transit system.

This 2015 update of the service guidelines incorporates the recommendations of the Service Guidelines Task Force. We also revised the explanation of the guidelines to make them clearer and easier to understand. The update includes the following changes:

- Modifies the way Metro evaluates corridors to better reflect productivity, social equity and geographic value.

- Changes the definition of "low income" used in setting target service levels from 100 percent to 200 percent of the federal poverty level, in line with Metro's ORCA LIFT program.
- Establishes a minimum target service level of every 60 minutes for corridors and routes.
- Provides greater protection for peak-only services in the event of major service reductions.
- Modifies Metro's service types so that comparable services are measured against one another.
- Expands the description of Metro's planning and public engagement process and how the agency engages and works with the community.
- Expands the description of the Alternative Services Program as a way to meet diverse needs.
- Expands the descriptions of how Metro will partner with communities and with private partners to build the best transit network possible.
- Expands the description of the different factors Metro considers when making investments.
- Gives more consideration to the relative impacts in all parts of the county when making service reductions.

Future guidelines

From the beginning, policymakers and Metro intended the service guidelines to be a living document; regular updates were required by the ordinance approving the guidelines. Updates to the guidelines will continue to be considered along with updates to the Strategic Plan for Public Transportation 2011-2021.

In 2016, Metro expects to transmit a long-range plan to the King County Council for consideration and adoption. This long range plan establishes a future network for transit that Metro will work toward and hopes to complete in 2040. It will include new transit corridors and connections between centers to meet the growing demand. The network will include fixed-route service as well as a variety of Alternative Services products and ADA Paratransit, depending on the diverse travel needs of the local community. This network will reflect local jurisdictions' planning efforts.

In future updates to the guidelines, Metro will respond to near-term issues and will seek to align the guidelines with the network defined in the long-range plan. In turn, the long-range plan will reflect the productivity, social equity and geographic value principles defined in the strategic plan and service guidelines.

Evaluating and Reporting on the Existing Network

SETTING TARGET SERVICE LEVELS

A major function of the service guidelines is to assess and set target service levels for the corridors that make up Metro's All-Day and Peak-Only Network.

This network is a set of corridors that connect designated regional growth centers, manufacturing/industrial centers, and transit activity centers. All-day service is two-way service designed to meet a variety of travel needs and trip purposes throughout the day. The network also includes peak-only service that tends to travel in one direction and provides faster travel times, accommodates high demand for travel to and from major employment centers, and serves park-and-ride lots that are collection points for transit users.

For Metro's service guidelines, **corridors** are defined as major transit pathways that connect regional growth centers, manufacturing/industrial centers, activity centers, park-and-rides and transit hubs, and major destinations throughout King County. **Routes** are the actual bus services provided. Service within a single corridor might be provided by multiple bus routes. Almost all corridors have at least one route that operates on it, but not all routes in Metro's network operate on a corridor.

Target service levels are set by corridor rather than by route because a corridor could be served by a single route or by multiple routes.

As the region changes and corridors are added to the network, a similar evaluation process is used to set target service levels for the new corridors.

Productivity

Productivity is a primary value for transit service in King County. It means making the most efficient use of resources and targeting transit service to the areas of the county with the most potential for use. Metro uses the term productivity in two important ways in the service guidelines:

1. **Corridor productivity** is the *potential* market for transit based on the number of households, jobs, students, and park-and-rides along the corridor. Higher concentrations of people support higher use of transit.
2. **Route productivity** is the *actual* use of transit, determined using two performance measures of ridership—rides per platform hour and passenger miles per platform mile.

Corridor analysis

Metro establishes target service levels for the corridors in the All-Day and Peak-Only Network using a three-step process. Service levels are very frequent, frequent, local, or hourly (see chart on p. 11).

STEP 1

Step one sets target service levels for each corridor based on measurable indicators of corridor productivity, social equity, and geographic value. Indicators of productivity make up 50 percent of the total score, while geographic value and social equity indicators each comprise 25 percent of the total score in this step.

The use of measures related to social equity and geographic value is consistent with Metro's Strategic Plan. The use of social equity factors helps Metro plan transit service that provides travel opportunities for historically disadvantaged populations (Strategy 2.1.2). Factors concerning transit activity centers and geographic value guide service to areas of concentrated activity (Strategy 3.4.1) and ensure that services provide value in all areas of King County. The use of productivity factors helps Metro plan and deliver productive service throughout King County (Objective 6.1).

- **Corridor productivity** indicators demonstrate the potential demand for transit in a corridor using land-use factors: the number of households, jobs, enrolled students[1], and park-and-ride stalls[2] located within a quarter-mile walk to a bus stop. These factors are used because areas where many people live, work, or go to school have high potential transit use. The quarter-mile calculation considers how well streets are connected; only those areas that have an actual path to a bus stop are considered to have access to transit. This is an important distinction in areas that have a limited street grid or barriers to direct access, such as lakes or freeways. Park-and-rides are included because many people who access the transit system live outside of the quarter-mile draw area.
- **Social equity** indicators show how well a corridor serves any areas where there are concentrations of minority and low-income populations along the corridor. This is done by comparing boardings in these areas against the systemwide average of all corridor boardings within minority and low-income census tracts.[3] Metro assigns the highest value to corridors with concentrations of boardings in low-income or minority census tracts that are higher than the system average. Those close to the system average, but just below, are also awarded value in this process.
- **Geographic value** indicators establish how well a corridor supports connections and service to transit activity centers, regional growth centers, and manufacturing/industrial centers[4] throughout King County. All connections between centers are important and are given value in this process. Corridors that are the primary connections between centers, based on ridership and travel time, receive higher value in this process. King County centers are described on p. 15 of the strategic plan and are listed in Appendix 1 of this document.

---

[1] An enrolled student is one who attends classes in a degree-conferring institution.

[2] Park-and-ride stalls are added at a factor of 1.1 to account for carpool usage. According to the Washington State Department of Transportation (WSDOT), the average occupancy of a parked car is very near 1 with the highest being 1.102 passengers per parked car. See WSDOT's report: How Can We Maximize Efficiency and Increase Person Occupancy at Overcrowded Park and Rides?

[3] Low-income tracts are those where a greater percentage of the population than the countywide average has low incomes (less than 200% of the federal poverty level depending on household size), based on current American Community Survey data. Minority tracts are defined as tracts where a greater percentage of the population than the countywide average is minority (all groups except White, non-Hispanic), based on current census data.

[4] "Centers" are areas that are important for Metro to serve. Transit activity centers, identified by Metro, are areas with relatively high transit use. Regional growth centers and manufacturing/industrial centers, designated by the Puget Sound Regional Council, are areas with dense population, employment, and manufacturing and industrial activity.

Scoring: The following table shows the measures of corridor productivity, social equity and geographic value and the points that would be assigned (out of a total 40) to determine the corridor's preliminary score in the corridor analysis.

THRESHOLDS AND POINTS USED TO SET SERVICE LEVELS

Factor	Measure	Threshold	Points
Corridor productivity	Households and park-and-ride stalls (with a factor of 1.1 to include carpools) within ¼ mile of stops per corridor mile	>3,000 Households & park-and-ride stalls/ Corridor mile	10
		>2,400 Households & park-and-ride stalls/ Corridor mile	8
		>1,800 Households & park-and-ride stalls/ Corridor mile	6
		>1,200 Households & park-and-ride stalls/ Corridor mile	4
		>600 Households & park-and-ride stalls/ Corridor mile	2
	Jobs and student enrollment at universities and colleges within ¼ mile of stops per corridor mile	>10,250 Jobs & students/Corridor mile	10
		>5,500 Jobs & students/Corridor mile	8
		>3,000 Jobs & students/Corridor mile	6
		>1,400 Jobs & students/Corridor mile	4
		>500 Jobs & students/Corridor mile	2
Social equity	Percent of boardings in low-income census tracts	Above system average	5
		Just below system average (.5 standard deviations[5])	3
		Below system average	0
	Percent of boardings in minority census tracts	Above system average	5
		Just below system average (.5 standard deviations[5])	3
		Below system average	0
Geographic value	Primary connection between regional growth, manufacturing/industrial centers	Yes	10
	Primary connections between transit activity center and regional growth, manufacturing/ industrial centers	Yes	7
	Primary connection between transit activity centers	Yes	5
	Other connection to any center	Yes	2

[5] Standard deviation is a measure of how spread out the numbers are. It is a statistic that describes the average difference between the values in the dataset and the average value of that dataset.

The table below shows the initial target service level that would be assigned to a corridor based on the number of points awarded for the corridor productivity, social equity and geographic value factors of that corridor. Service levels are very frequent, frequent, local, or hourly.

SCORES USED TO SET INITIAL SERVICE LEVELS (STEP 1)

Scoring Range	Minimum Peak Service Frequency (minutes)	Minimum Off-Peak Service Frequency (minutes)	Minimum Night Service Frequency (minutes)	Service Level Assigned
25-40	15	15	30	Very frequent
19-24	15	30	30	Frequent
10-18	30	30	--*	Local
0-9	60	60	--	Hourly

*Night service on local corridors is determined by ridership and connections.

Step 2

Step two adjusts the target service level assigned in step one to accommodate actual ridership. Metro increases a corridor's target service level if service at the level established under step one would not accommodate existing riders, would be inconsistent with policy-based service levels set for RapidRide, or would result in an incomplete network of night service[6]. Adjustments are only made to assign a higher service level to a corridor; service levels are not adjusted downward in this step.

The table below shows how Metro adjusts the target service levels set in step one to ensure that the All-Day and Peak-Only Network accommodates current riders or to preserve a complete network of night service.

[6] Night service includes any trips between 7 p.m. and 5 a.m., seven days a week. Please refer to the Summary of Typical Service Levels table for target night service levels (p. 13). An incomplete network of night service is defined as a network in which night service is not provided on a primary connection between regional growth centers or on a corridor with frequent peak service. Provision of night service on such corridors is important to ensure system integrity and social equity during all times of day.

THRESHOLDS USED TO ADJUST SERVICE LEVELS (STEP 2)

Factor	Measure	Threshold	Adjustment to Warranted Frequency		
			Service Level Adjustment	Step 1 Frequency (minutes)	Adjusted Frequency (minutes)
Ridership (Load)	Estimated ratio of maximum load to the established passenger load threshold[7] by time of day – if existing riders were served by step-one service levels	>110% of the established passenger load threshold	Increase two service levels	15 or 30	15 or more frequent
				≥ 60	15
		>55% of the established passenger load threshold	Increase one service level	15	15 or more frequent
				30	15
				≥ 60	30
Service span[8]	Connection at night	Primary connection between regional growth centers	Add night service	--	≥ 60
		Frequent peak service	Add night service	--	30

[7] This ratio is calculated by dividing the maximum load along a route by the passenger load threshold. The passenger load threshold is equal to the number of seats on the bus, plus an allowance of four square feet per standing passenger.

[8] Service span: The span of hours over which service is operated. Service span often varies by day of the week. For example, a route's service span could be from 5 a.m. to 9 p.m.

Metro also adjusts service levels on existing and planned RapidRide corridors to ensure that assigned target service frequencies are consistent with policy-based service frequencies for the RapidRide program: more frequent than 15 minutes during peak periods, 15 minutes or more frequent during off-peak periods, and 15 to 30 minutes at night. Where policy-based service frequencies are higher than service frequencies established in step two, frequencies are improved to the minimum specified by policy.

The combined outcome of steps one and two is a set of corridors with all-day service levels that reflect factors concerning productivity, social equity, geographic value, and actual ridership. These corridors are divided into service levels based on the frequency of service, as described in the "Service Levels" section that follows. Corridors with the highest frequency would have the longest span of service.

Step 3

Step three evaluates peak-only service to determine the value it provides in addition to other service provided on corridors in the network. Peak-only service operates only during peak travel periods (5-9 a.m. and 3-7 p.m. weekdays), primarily in one direction. Peak-only service typically brings riders from residential areas to job centers in the morning with return service from the job centers in the afternoon.

All-day routes also offer service during peak periods, but are not included in the peak-only analysis.

Peak service thresholds ensure that peak-only service has higher ridership and/or faster travel times than provided in the network of all-day service. Service levels on peak-only routes are established separately from the all-day network because of this specialized function within the transit network.

THRESHOLDS FOR PEAK SERVICE

Factor	Measure	Threshold
Travel time	Travel time relative to all-day service provided during peak periods	Travel time should be at least 20% faster than the all-day service, as measured during peak periods
Ridership	Rides per trip	Rides per trip should be 90% or greater compared to the all-day service provided during peak periods

Peak-only service is provided for a limited span compared to all-day service. Peak-only service generally has a minimum of eight trips per day on weekdays only (morning trips travel from residential areas to job centers, and afternoon trips take riders from the job centers back to the residential areas). The exact span and number of trips for each peak-only route are determined by the level of demand for service that meets the travel time and ridership criteria.

Because of the value that peak-only service provides in the network, it is protected in any potential reduction scenario. Peak-only service is lower priority for reduction if it is in the bottom 25 percent, but passes one or both of the travel time and ridership criteria described above. If peak-only service does not meet the load and travel-time thresholds but serves an area that has no other service, Metro may consider preserving service or providing service in a new or different way, such as connecting an area to a different destination or providing alternatives to fixed-route transit service, consistent with strategic plan Strategy 6.2.3.

Service levels

All-day services are categorized by level of service into four levels, plus peak-only and alternative services. Service levels are primarily defined by the frequency and span of service they provide. The table below shows the typical characteristics of each level. Some services may fall outside the typical frequencies, depending on specific conditions in the corridor served.

SUMMARY OF TYPICAL SERVICE LEVELS

Service Level	Service Level: Frequency (minutes) and Time Period			Days of Service	Hours of Service
	Peak	Off-peak	Night		
Very frequent	15 or more frequent	15 or more frequent	30 or more frequent	7 days	16-24 hours
Frequent	15 or more frequent	30	30	7 days	16-24 hours
Local	30	30 - 60	--*	5-7 days	12-16 hours
Hourly	60	60	--	5 days	8-12 hours
Peak-only	8 trips/day minimum	--	--	5 days	Peak
Alternative Services	Determined by demand and community collaboration process				

*Night service on local corridors is determined by ridership and connections.

- **Very frequent** services provide the highest levels of all-day service. Very frequent corridors serve very large employment and transit activity centers and very dense residential areas.
- **Frequent** services provide high levels of all-day service. Frequent corridors generally serve major employment and transit activity centers and very dense residential areas.
- **Local** services provide a moderate level of all-day service. Local corridors generally serve regional growth centers and residential areas with low to medium density.
- **Hourly** services provide all-day service at 60 minute frequencies. Corridors generally connect low-density residential areas to regional growth centers.
- **Peak-only** services provide specialized service in the periods of highest demand for travel. Peak services generally provide service to a major employment center in the morning and away from a major employment center in the afternoon.
- **Alternative** service is any non-fixed-route service directly provided or supported by Metro. These are further described in the "Planning Alternative Services" section, p. 23.

Target service level comparison

The corridors in the All-Day and Peak-Only Network are analyzed annually in Metro's Service Guidelines Report. The report compares the target service levels set through the corridor analysis with existing levels of service. A corridor is determined to be either "below," "at" or "above" its target service level. This process is called the target service-level comparison, and is used to inform potential changes to bus routes. For example, in simple terms, a corridor below its target service level would be a candidate for investment and a corridor above its target service level could be a candidate for reduction. This target service level comparison is a factor in both the investment and reduction priorities, as described in the "Adding, Reducing and Changing Service" section. Using the results of the annual corridor analysis and as resources allow, Metro adjusts service levels to better meet the public transportation needs of King County. The corridor analysis process is summarized in the chart below.

CORRIDOR ANALYSIS SUMMARY

STEP 1 SET INITIAL TARGET SERVICE LEVELS

Factor	Purpose
Corridor productivity	Support areas of higher employment and household density
	Support areas with high student enrollment
	Support function of park-and-rides in the transit network
Social equity and geographic value	Serve historically disadvantaged communities
	Provide appropriate service levels throughout King County for connections between all centers

STEP 2 ADJUST TARGET SERVICE LEVELS

Factor	Purpose
Ridership (Loads)	Provide sufficient capacity for existing transit demand
Service span	Provide adequate levels of service throughout the day to meet demand

STEP 3 EVALUATE PEAK-ONLY SERVICE

Factor	Purpose
Travel time	Ensure that peak-only service provides a travel time advantage compared to other service alternatives
Ridership	Ensure that peak-only service is well utilized compared to other service alternatives

OUTCOME: ALL-DAY AND PEAK-ONLY NETWORK

Evaluating new service

Metro's long-range plan will respond to King County growth by defining a future transit network and service levels that are based on the current network with additional corridors. Metro will use the service guidelines, along with extensive input from cities and community members, to identify and evaluate service corridors in the long-range plan. As the region continues to grow, new services and service corridors can be added to future long-range plan updates through a planning process guided by the principles in the service guidelines.

Centers in King County

The list of centers associated with the All-Day and Peak-Only Network is adopted by the King County Council as part of the service guidelines. The region's growth and travel needs change over time, and centers may be added to the list in future updates of the service guidelines as follows:

Regional Growth Centers and Manufacturing/Industrial Centers

Additions to and deletions from the regional growth and manufacturing/industrial centers lists should be based on changes approved by the Puget Sound Regional Council and defined in the region's growth plan, Vision 2040, or subsequent regional plans.

Transit Activity Centers

Additions to the list of transit activity centers will be nominated by the local jurisdictions and must meet one or more of the following criteria:

- Is located in an area of mixed-use development that includes concentrated housing, employment, and commercial activity.
- Includes a major regional hospital, medical center or institution of higher education located outside of a designated regional growth center.
- Is located outside other designated regional growth centers at a transit hub served by three or more all-day routes.

In addition to meeting at least one of the criteria above, a transit activity center must meet the following criteria:

- Pathways through the transit activity centers must be located on arterial roadways that are appropriately constructed for transit use.
- Identification of a transit activity center must result in a new primary connection between two or more regional or transit activity centers in the transit network, either on an existing corridor on the All-Day and Peak-Only Network or as an expansion to the network to serve an area of projected all-day transit demand.
- When a corridor is added to the network, step one of the All-Day and Peak-Only Network analysis must result in an assignment of a 30-minute target service level or better.

The size of transit activity centers varies, but all transit activity centers represent concentrations of activity in comparison to the surrounding area.

- Additional centers and corridors may be established by Metro's long-range plan network, under development with the community and local jurisdictions.

EVALUATING AND MANAGING SYSTEM PERFORMANCE

Metro manages the performance of bus routes to improve the efficiency, effectiveness and quality of the transit system. Performance management guidelines are applied to individual routes to identify high and low performance, areas where investment is needed, and areas where resources are not being used efficiently and effectively.

Service types and route productivity

When comparing the productivity of individual bus routes, Metro classifies them by service type, which indicates the primary market served as well as other characteristics of service described below. These service types allow Metro to measure the performance of routes against similar services.

- **Urban** routes primarily serve the densest parts of the county: the PSRC-designated Regional Growth Centers of Seattle Downtown, First Hill/Capitol Hill, South Lake Union, the University Community, and Uptown.
- **Suburban** routes primarily serve passengers in suburban and rural areas in Seattle and King County.
- **Dial-A-Ride Transit and shuttles** are those that provide flexible, community-based service that has different characteristics than the fixed-route system. These services are held to different standards than those outlined for the fixed-route network below. These standards are under development and will be included in Metro's annual service guidelines reports. These services are described in more detail in the "Planning Alternative Services" section, p. 23.

High and low performance thresholds differ for routes that serve urban areas and those that serve suburban areas. Regional growth centers in the Seattle core and the University District have the highest job and residential densities in the county. Because the potential market for transit is so high, routes serving these areas are expected to perform at a higher level. These routes comprise the Urban category and are given higher performance thresholds compared to other routes. The other routes, which make up the Suburban category, meet important transit needs of areas that generally have lower job and residential densities. Performance thresholds are lower for these routes because they are different from markets served in other areas of King County. Service types are based on these two primary market types, as well as other characteristics of service, to ensure that like services are compared.

The performance management analysis uses route productivity measures to identify fixed-route service where performance is strong or weak as candidates for addition, reduction, or restructuring for each service type.

The measures for evaluating fixed-route service productivity are **rides per platform hour** and **passenger miles per platform mile**.

- **Rides per platform hour** is a measure of the number of riders who board a transit vehicle relative to the total number of hours that a vehicle operates (from leaving the base until it returns).
- **Passenger miles per platform mile** is a measure of the total miles riders travel on a route relative to the total miles that a vehicle operates (from leaving the base until it returns).

Two measures are used to reflect the different values that services provide in the transit system. Routes with a higher number of riders getting on and off relative to the time in operation perform well on the rides-per-platform-hour

measure; an example is a route that goes through the urban core with lots of riders taking short trips. Routes with full and even loading along the route perform well on the passenger-miles-per-platform-mile measure; an example is a route that fills up at a park-and-ride and is full until reaching its destination.

Low performance is defined as route productivity that ranks in the bottom 25 percent of all routes within a service type and time period; high performance is defined as route productivity in the top 25 percent. Fixed-route services in the bottom 25 percent on both route productivity measures are identified as the first candidates for potential reduction if service must be reduced. However, reduction of these routes is not automatic; other factors are considered as well. For more information, see p. 30.

Thresholds for the top 25 percent and the bottom 25 percent are identified for peak, off-peak, and night time periods and Urban and Suburban destinations for each of the two performance measures.

Passenger loads

Passenger loads are measured to identify overcrowded services as candidates for increased investment. Overcrowding is a problem because buses may pass up riders waiting at stops, riders may choose not to ride if other transportation options are available, and overcrowded buses often run late because it takes longer for riders to board and to get off at stops.

Passenger loads are averaged on a per trip basis using counts from an entire service change period (about six months). Trips must have average maximum loads higher than the thresholds for the entire service change period to be identified as overcrowded. Two metrics are used to measure passenger loads: crowding and the amount of time the bus has a standing load (standing load time).

Overcrowding occurs when the average maximum load of a trip exceeds its passenger load threshold. A passenger load threshold is calculated for each trip, based on the characteristics of the bus type scheduled for the trip. This threshold is determined by:

- The number of seats on the bus, plus
- The number of standing people that can fit on the bus, when each standing person is given no less than 4 square feet of floor space.

A trip's standing load time is determined by measuring the amount of time that the number of passengers on the bus exceeds the number of seats.

- No trip on a route should have a standing load for more than 20 minutes.

Routes with overcrowded trips or standing loads for more than 20 minutes are identified as candidates for investment. These candidates are analyzed in detail to determine appropriate actions to alleviate overcrowding, including:

- Assigning a larger vehicle to the trip, if available
- Adjusting the spacing of trips within a 20-minute period
- Adding trips.

Schedule reliability

Metro measures schedule reliability to identify routes that are candidates for investment because they provide poor quality service.

Schedule reliability is measured for all Metro transit service. Service should adhere to published schedules, within reasonable variance based on time of day and travel conditions. "On time" is defined as an arrival at designated points along a route[9] that is no more than five minutes late or one minute early relative to the scheduled arrival time. When identifying candidates for remedial action, Metro focuses on routes that are regularly running late.

To do this, Metro identifies trips that exceed the lateness thresholds (shown below). If a trip experiences lateness that exceeds the thresholds, it can be identified for investment. Investment can include improvements in route design, schedule, or traffic operations. Schedule reliability can also be improved through speed and reliability improvements, such as business access and transit lanes, queue jumps, transit signal priority and other transit priority treatments.

Time Period	Lateness Threshold
Weekday average	> 20%
Weekday PM peak average	> 35%
Weekend average	> 20%

Metro allows for a higher lateness threshold in the PM peak period to account for increased passenger demand and higher levels of roadway congestion experienced during this time period.

Metro actively manages the headways of RapidRide service, primarily in peak periods, with a goal of providing riders with a high-frequency service where they do not rely on paper timetables. High frequencies and real-time information are intended to give riders a reliable service. When actual service has gaps that are three minutes more than the intended headway, service is considered late. With that difference in mind, "lateness" on RapidRide service uses the same thresholds as shown above.

Routes that operate with a headway that is less frequent than every 10 minutes that do not meet performance thresholds will be given priority for schedule adjustment or investment. Routes that operate with a headway of every 10 minutes or more frequent that do not meet performance thresholds will be given priority for speed and reliability investments to improve traffic operations. It may not be possible to improve through-routed routes[10] that do not meet performance thresholds because of the high cost and complication of separating routes.

Other considerations: External factors affecting reliability

Action alternatives:

- Adjust schedules/add run time
- Adjust routing
- Invest in speed and reliability improvements.

---

[9] Metro measures schedule reliability based on the arrival time of a given coach at designated points along a route. At the time the Strategic Plan and Service Guidelines were transmitted to the King County Council, Metro calculated this measure using the coach's arrival at time points. As Metro transitions with the Stop-Based Scheduling project, Metro will calculate this measure based on the coach's arrival at stops along a route, providing Metro with more data and improved accuracy for measuring schedule reliability.

[10] Through-routed services are routes that arrive at the end of one route and continue on as a different route. For example, Route 5 between Shoreline and Downtown Seattle continues on as Route 21 between downtown Seattle and Westwood Village.

Planning and Designing Service and Service Changes

DESIGNING SERVICE

Metro uses the following service design guidelines to develop transit routes and the overall transit network. Based on industry best practices for designing service, these guidelines help us enhance transit operations and improve the rider experience. The guidelines include both qualitative considerations and quantitative standards for comparing and measuring specific factors.

1 Network connections

Routes should be designed in the context of the entire transportation system, which includes local and regional bus routes, light-rail lines, commuter rail lines and other modes. When designing a network of services, Metro should consider locations where transfer opportunities could be provided for the convenience of customers and to improve the efficiency of the transit network. Where many transfers are expected to occur between services of different frequencies, timed transfers should be maintained to reduce customer wait times.

2 Multiple purposes and destinations

Routes are more efficient when designed to serve multiple purposes and destinations rather than specialized travel demands. Routes that serve many rider groups rather than a single group appeal to more potential riders and are more likely to be successful. Specialized service should be considered when there is sizable and demonstrated demand that cannot be adequately met by more generalized service.

3 Easy to understand, appropriate service

A simple transit network is easier for riders to understand and use than a complex network. Routes should have predictable and direct routings, and the frequency and span of service should be appropriate to the market served. As budget allows, routes should be targeted for a minimum service level of at least every 60 minutes. If a route cannot support this frequency level, it should be a candidate for alternative services as funding allows and the service meets the allocation criteria. Routes should serve connection points where riders can transfer to frequent services, opening up the widest possible range of travel options.

4 Route spacing and duplication

Routes should be designed to avoid competing for the same riders. Studies indicate that people are willing to walk 1/4 mile on average to access transit, so in general routes should be no closer together than 1/2 mile. Services may overlap where urban and physical geography makes it necessary, where services in a common segment serve different destinations, or where routes converge to serve regional growth centers. Where services do overlap, they should be scheduled together, if possible, to provide effective service along the common routing.

Routes are defined as duplicative in the following circumstances:

- Two or more parallel routes operate less than 1/2 mile apart for at least one mile, excluding operations within a regional growth center or approaching a transit center where pathways are limited.
- A rider can choose between multiple modes or routes connecting the same origin and destination at the same time of day.
- Routes heading to a common destination are not spaced evenly (except for operations within regional growth centers).

5 Route directness

A route that operates directly between two locations is faster and more attractive to riders than one that takes a long, circuitous path. Circulators or looping routes do not have competitive travel times compared to walking or other modes of travel, so they tend to have low ridership and poor performance. Some small loops may be necessary to turn the bus around at the end of routes and to provide supplemental coverage, but such extensions should not diminish the overall cost-effectiveness of the route. Directness should be considered in relation to the market for the service.

Route deviations are places where a route travels away from its major path to serve a specific destination. For individual route deviations, the delay to riders on board the bus should be considered in relation to the ridership gained on a deviation. New deviations may be considered when the delay is less than 10 passenger-minutes per person boarding or exiting the bus along the deviation.

$$\frac{\text{Riders traveling through x Minutes of deviation}}{\text{Boardings and exitings along deviation}} \leq 10 \text{ minutes}$$

6 Bus stop spacing

Bus stops should be spaced to balance the benefit of increased access to a route against the delay that an additional stop would create for all other riders. While close stop-spacing reduces walk time, it may increase total travel time and reduce reliability, since buses must slow down and stop more frequently.

Service	Average Stop Spacing
RapidRide	½ mile
All other services	¼ mile

Portions of routes that operate in areas where riders cannot access service, such as along freeways or limited-access roads, should be excluded when calculating average stop spacing. Additional considerations for bus stop spacing include the pedestrian facilities, the geography of the area around a bus stop, passenger amenities, and major destinations.

7 Route length and neighborhood route segments

A bus route should be long enough to provide useful connections for riders and to be more attractive than other travel modes. A route that is too short will not attract many riders, since the travel time combined with the wait for the bus is not competitive compared to the time it would take to walk. Longer routes offer the opportunity to make more trips without a transfer, resulting in increased ridership and efficiency. However, longer routes may

also have poor reliability because travel time can vary significantly from day to day over a long distance. Where many routes converge, such as in regional growth centers, they may be through-routed to increase efficiency, reduce the number of buses providing overlapping service, and reduce the need for layover space in congested areas.

In some places, routes extend beyond regional growth centers and transit activity centers to serve less dense residential neighborhoods. Where routes operate beyond centers, ridership should be weighed against the time spent serving neighborhood segments, to ensure that the service level is appropriate to the level of demand. The percent of time spent serving a neighborhood segment, which are defined as ≤ 20% of the total mileage length of a route, should be considered in relation to the percent of riders boarding and exiting on that segment.

$$\frac{\text{Percent of time spent serving neighborhood segment}}{\text{Percent of riders boarding/exiting on neighborhood segment}} \leq 1.2$$ [11]

8 Operating paths and appropriate vehicles

Buses are large, heavy vehicles and cannot operate safely on all streets. Services should operate with vehicles that are an appropriate size to permit safe operation while accommodating demand. Buses should be routed primarily on arterial streets and freeways, except where routing on local or collector streets is necessary to reach layover areas or needed to ensure that facilities and fleet used in all communities is equivalent in age and quality. Appropriate vehicles should be assigned to routes throughout the county to avoid concentrating older vehicles in one area, to the extent possible given different fleet sizes, technologies and maintenance requirements.

Bus routes should also be designed to avoid places where traffic congestion and delay regularly occur, if it is possible to avoid such areas while continuing to meet riders' needs. Bus routes should be routed, where possible, to avoid congested intersections or interchanges unless the alternative would be more time-consuming or would miss an important transfer point or destination.

9 Route terminals

The location where a bus route ends and the buses wait before starting the next trip must be carefully selected. Priority should be given to maintaining existing layover spaces at route terminals to support continued and future service. People who live or work next to a route end may regard parked buses as undesirable, so new route terminals should be placed where parked buses have the least impact on adjoining properties, if possible. Routes that terminate at a destination can accommodate demand for travel in two directions, resulting in increased ridership and efficiency. Terminals should be located in areas where restroom facilities are available for operators, taking into account the times of day when the service operates and facilities would be needed. Off-street transit centers should be designed to incorporate layover space.

10 Fixed and variable routing

Bus routes should operate as fixed routes in order to provide a predictable and reliable service for a wide range of potential riders. However, in low-density areas where demand is dispersed, demand-responsive service may be used to provide more effective service over a larger area than could be provided with a fixed route. Demand-responsive service may be considered where fixed-route service is unlikely to be successful or where unique conditions exist that can be met more effectively through flexible service.

[11] The value of the service extended into neighborhoods beyond major transit activity centers should be approximately equal to the investment made to warrant the service. A 1:1 ratio was determined to be too strict, thus this ratio was adjusted to 1.2.

11 Bus stop amenities and bus shelters

Bus stop amenities should be installed based on ridership in order to benefit the largest number of riders. Bus stop amenities include such things as bus shelters, seating, waste receptacles, lighting, information signs, maps, and schedules. In addition to ridership, special consideration may be given to areas where:

- high numbers of transfers are expected
- waiting times for riders may be longer
- stops are close to facilities such as schools, medical centers, or senior centers
- the physical constraints of bus stop sites, preferences of adjacent property owners, and construction costs could require variance from standards.

Major infrastructure such as elevators and escalators will be provided where required by local, state, and federal regulations.

RIDERSHIP GUIDELINES FOR BUS STOP AMENITIES

RapidRide Routes	
Level of amenity	Weekday Boardings
Station	150+
Enhanced stop	50-149
Standard stop	Less than 50

	All Other Metro Routes	
Location	Level of amenity	Weekday Boardings
City of Seattle	Standard shelter and bench	50
Outside Seattle	Standard shelter and bench	25

RESTRUCTURING SERVICE

Service restructures are changes to multiple routes along a corridor or within a large area consistent with the service design criteria in this document. Restructures may be prompted by a variety of circumstances, and in general are made to improve the efficiency and effectiveness of transit service as a whole, to better integrate with the regional transit network, or to reduce Metro's operating costs because of budget constraints. When planning for service restructures, factors other than route performance are taken into account, such as large-scale service and capital infrastructure enhancements. Restructures may result in the modification, addition, and deletion of corridors that align with future corridors in the long-range plan. These changes must be approved by council as part of a service change package.

- Under all circumstances, whether adding, reducing or maintaining service hours, service restructures will have the goals of focusing frequent service on the service segments with the highest ridership and route productivity, creating convenient opportunities for transfer connections between services, and matching capacity to ridership demand to improve the productivity and cost-effectiveness of service.
- Service restructures to manage the transit system will have a goal of increasing ridership.
- Under service reduction conditions, service restructures will have an added goal of an overall net reduction of service hours invested.
- Under service addition conditions, service restructures will have the added goals of increasing service levels and ridership.

When one or more circumstances trigger consideration of restructures, Metro specifically analyzes:

- Impacts on current and future travel patterns served by similarly aligned transit services.
- Passenger capacity of the candidate primary route(s) relative to projected consolidated ridership.
- The cost of added service in the primary corridor to meet projected ridership demand relative to cost savings from reductions of other services.

Restructures will be designed to reflect the following:

- Service levels should accommodate a projected minimum of 80 percent of the expected passenger loads per the established loading guidelines.
- When transfers are required as a result of restructures, the resulting service will be designed for convenient transfers. Travel time penalties for transfers should be minimized.
- A maximum walk distance goal of 1/4 mile in corridors where service is not primarily oriented to freeway or limited-access roadways. Consideration may be given to exceeding this maximum distance where the walking environment supports pedestrians or at transfer locations between very frequent services.

Based on these guidelines, Metro will recommend specific restructures that have compatibility of trips, have capacity on the consolidated services to meet anticipated demand, and can achieve measurable savings relative to the magnitude of necessary or desired change.

After a service restructure, Metro will regularly evaluate the resulting transit services and respond to chronically late performance and passenger loads that exceed the performance management guidelines as part of the ongoing management of Metro's transit system.

Key reasons that will trigger consideration of restructures include:

Sound Transit or Metro service investments

- Extension or service enhancements to Link light rail, Sounder commuter rail, and Regional Express bus services.
- Expansion of Metro's RapidRide network, investment of partner or grant resources, or other significant introductions of new Metro service.

Corridors above or below the All-Day and Peak-Only Network target service level

- Locations where the transit network does not reflect current travel patterns and transit demand due to changes in travel patterns, demographics, or other factors.

Services compete for the same riders

- Locations where multiple transit services overlap, in whole or in part, or provide similar connections.

Mismatch between service and ridership

- Situations where a route serves multiple areas with varying demand characteristics or situations where ridership has increased or decreased significantly even though the underlying service has not changed.
- Opportunities to consolidate or otherwise reorganize service so that higher ridership demand can be served with improved service frequency and fewer route patterns.

Major transportation network changes

- Major projects such as SR-520 construction and tolling and the Alaskan Way Viaduct replacement; the opening of new transit centers, park-and-rides, or transit priority pathways.

Major development or land use changes

- Construction of a large-scale development, new institutions such as colleges or medical centers, or significant changes in the overall development of an area.

PLANNING ALTERNATIVE SERVICES

King County is a diverse county with different travel demands in different parts of the county. The King County Metro Alternative Services Program brings a range of mobility services to parts of King County that do not have the infrastructure, population density, or land use to support traditional fixed-route bus service.

Prioritization criteria

The Alternative Services Program aims to right-size and complement existing fixed-route and Dial-A-Ride Transit (DART) service. Right-sizing may include restructuring underperforming fixed-route bus services and mitigating the impact of lost or reduced fixed-route service. Complementary alternative services may address: the need to serve rural communities, the need to seed emerging markets, and gaps in time-of-day service or geographic coverage of existing fixed-route services. These time-based or geographic coverage gaps might include areas with a concentration of shift jobs, industrial locations, or areas of potential transit activity that are geographically isolated. By employing Alternative Services products like TripPool or Community Vans to fill service gaps, right-size services, or complement existing services, Metro will enhance mobility options for residents while making optimal use of finite transit dollars. The diagram below shows the current range of alternative services. As new potential alternative services products, such as Trip Pool, become available, Metro will explore how best to implement these products and consider how subsidies, fares and promotional efforts can expand these programs and ensure their success.

Existing Alternative Services

VanShare
VanPool
Rideshare Matching
DART and CAT

Community Shuttle

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

Community Van

A fleet of Metro vans for local group trips that are scheduled by a local transportation coordinator to meet locally identified transportation needs.

Real-Time Rideshare

Leveraging mobile applications to enable private carpool ridematching to take place in real-time.

TripPool

Real-time ridesharing between home neighborhood and a transit center. Uses Metro Vans and ORCA fares.

Alternative service projects may be initiated by Metro identifying communities that meet one or more of the prioritization criteria listed below or by a competitive process involving a letter of interest by local jurisdictions or community organizations, evaluated against the prioritization criteria listed below. When considering where to implement alternative service projects, Metro will give special consideration to communities with high proportions of low-income or minority populations who depend on public transportation. Prioritization criteria for alternative service efforts in communities include:

1. Fixed-route transit service performs below service guidelines performance standards (measured in rides/platform hour, and passenger miles/platform mile)

2. Time-based service gaps
3. Geographic coverage service gaps
4. Rural communities or emerging transit markets (as identified through land-use targets, designated growth areas, demonstration of local transportation needs, and Metro's Long-Range Public Transportation Plan)
5. Market potential, considering jobs, student enrollment, household density, park-and-rides, high concentrations of low-income or minority populations, and proximity to centers, the regional transit network, and major institutions
6. Partnership opportunities for service or infrastructure with jurisdictions or communities as described in the "Working with Partners" section, p. 25.

Metro will use the Alternative Services Program's community planning process to better identify the needs of transit riders and potential riders, including traditionally isolated or disadvantaged communities, such as those with limited English proficiency, low-income and homeless populations, minorities, people with disabilities and Access users, youth, elderly people, and those who are currently unserved or underserved by transit (within the context of applicable federal laws, such as Americans with Disabilities Act and others). This community planning process will consider needs identified by riders and potential riders for access to social service agencies, health care facilities, jobs, education, and other destinations.

Community partnerships

Demonstrated partner participation is a key component of a successful alternative services project. A local partner organization, such as a municipality or nonprofit organization, must be actively engaged and contributing to the development and implementation of the project. Partnerships may include sharing the cost or staffing of community engagement, planning, equipment, contracted services, promotions, or other project elements and may involve either cash or in-kind contributions from the partner organization. Local jurisdictional partners may also enact transit-supportive land-use policy or may make infrastructure investments that support transit. Types of partnership are further described in the partnership section, p 25.

Performance evaluation

The Alternative Services Program conducts demonstration projects that are intended to identify new service offerings. These may include a range of transportation options that cannot be compared directly with each other or with fixed-route service. Each service needs to be evaluated independently. Given the experimental nature of the different projects under the Alternative Services umbrella, performance evaluation efforts will focus on product testing and continuous service improvement.

Metro will identify performance measures that reflect the unique nature of each service and different performance measures may be used to evaluate different types of services. Performance will be measured against the market potential for each project area. The market potential will be estimated prior to project launch based on the project's stated goals and the community's market characteristics, including population and demographic, land-use, and employment statistics. Past transit performance will also be factored into the development of market potential goals.

Metro will monitor and evaluate performance of all alternative service projects to ensure that service quality, customer satisfaction, and cost effectiveness objectives are being met. Performance measures may include usage/ridership rates and cost per boarding/ride. To the extent possible, performance of alternative services will be measured against similar services.

Conversion to fixed route

Communities with successful alternative service partnerships could transition to fixed-route bus service under certain circumstances. If funding is available, the partner jurisdiction or community is supportive, the alternative service is regularly over capacity, the density has increased, and the cost per boarding justifies a greater investment in transit, then Metro can consider converting an alternative service into fixed-route bus service.

WORKING WITH PARTNERS

A partnership is a relationship in which Metro and an external organization work together to help advance opportunities and conditions for travelers to use alternatives to driving alone. Partnerships enable Metro to leverage public and private resources to design and deliver services, facilities, access, policies, program/product design and incentives. Partners have included local, regional and state agencies; employers, institutions, schools, community and human service organizations, other transit providers, property owners or managers, and other businesses and entities.

Metro forms a variety of partnerships with local jurisdictions, community organizations, and other stakeholders. These partnerships are mainly related to service and infrastructure. The guidelines for partnerships are described in more detail below. When a proposed or changed partnership agreement addresses specific routes, services or infrastructure, Metro shall ensure that the proposal incorporates adequate public outreach to the affected communities.

Service partnerships

Metro seeks to actively collaborate with cities, communities and private companies to explore service partnerships that:

- Are mutually beneficial to the agency and customers
- Extend service in complementary ways to current fixed-route bus service
- Extend mobility benefits to communities that have corridors below their target service level
- Enable more service hours, or extend service efficiencies
- Support transit options for low-income workers.

Services provided via a partnership may reflect the needs identified by the partner and may be implemented in a variety of ways, including alternative services. More information about alternative services partnerships can be found in the Planning Alternative Services section.

For fixed-route service, Metro is open to forming partnerships with cities, communities and private companies that would fully or partially fund transit service. The "Adding, Reducing and Changing Service" section establishes investment priorities for new Metro resources: Priority 1, Passenger loads (crowding); Priority 2, Schedule reliability; Priority 3, All-Day and Peak-Only Network (corridors connecting centers); and Priority 4, Route productivity. Metro will use new Metro resources to address priorities 1 and 2 first; Metro encourages partners to do the same.

Metro will make exceptions to these investment priorities to leverage partner funding according to the following:

1. Service funded fully by Metro's partners generally will be implemented at the next feasible service change subject to operational infrastructure constraints and contract terms†.

† Operational infrastructure constraints include but are not limited to bus fleet availability to run new service (including potential maintenance downtime requirements), base capacity limitations, and operator availability.

2. On corridors identified for priority 3 investments (as below their target service levels in the All-Day and Peak-Only Network), Metro will direct new Metro resources remaining after addressing priority 1 and 2 needs—subject to operational infrastructure constraints—to those corridors for which partners agree to fund at least one-third of investments to help meet target service levels, regardless of these corridors' positions in the prioritized investment list (as published in the annual Service Guidelines Report).

Infrastructure partnerships

Local jurisdictional partners may also enact transit-supportive land-use policy or may make infrastructure investments that support transit. These partnerships can include:

- Zoning measures that support increased density and mixed-uses within Urban Growth Areas
- Investments in cycling and pedestrian facilities that significantly enhance access to transit service
- Parking management programs that provide new sources of park-and-ride spaces or transit layover or make more efficient use of off-street parking to support transit ridership and /or operations
- Urban design guidelines that support transit and active transportation
- In-fill over greenfield development prioritization
- Street network connectivity improvements
- Other land-use measures that contribute to higher concentrations of potential transit riders.

PLANNING AND COMMUNITY ENGAGEMENT

For each major service change, Metro will undertake a significant planning process that includes outreach to involve the public in shaping the change. Through the outreach, Metro planners will better understand community mobility needs, where people are traveling and when, and how to provide the best service possible. During the planning process, Metro typically will engage with the community through several phases of outreach, and will complete a comprehensive community engagement report at the end that summarizes the results of this work and how public input was used to shape a final recommendation for change.

Each outreach effort will be guided by several goals:

- Transit planners are informed by members of the public who are reflective of those who may be affected by the change.
- Metro's outreach process is 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.
- The outreach process is 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.

Outreach should be scaled relative to the magnitude of the change being considered as well as the potential impacts of the change on riders.

For each outreach effort, Metro should identify the demographics of those who may be affected by the change being considered. Then, outreach strategies should be designed to inform and solicit input from these populations, creatively seeking to engage those who would not otherwise learn about our process via mainstream communication channels.

These outreach strategies should include, but not be limited to, the following:

- posting of information at bus stops or onboard buses and at community gathering places such as libraries, schools, and community centers
- conversations with people on the bus and at stops, community events, and information tables
- public meetings
- questionnaires
- conversations with community or stakeholder groups
- online and/or mailed information, social media, news releases, and advertisements
- community advisory groups or sounding boards
- outreach to community groups in the Community Service Areas of unincorporated King County
- translation and distribution of materials in accessible formats and/or provision of interpretation for populations with limited or no English proficiency and people with disabilities

- work with community partners that serve transit riders, such as those with limited English proficiency, low-income and homeless populations, youth, minorities, people with disabilities, elderly people, and those who are currently unserved or underserved by transit, to engage these populations in formats, locations and at times that work best for them.

For service changes that affect multiple routes or large areas, Metro may convene a community-based sounding board composed of people who may be affected by the change. Sounding board members attend public meetings, offer advice about public outreach, and provide feedback about what changes to bus service would be best for the local communities. Metro should consider both sounding board recommendations and public feedback in developing recommendations.

Proposed changes may require County Council approval. The Council holds a public hearing before making a final decision on changes.

Through the planning and outreach process, Metro should strive to:

- Understand and address potential issues regarding major travel origins and destinations
- Engage with key stakeholders including community-based organizations and the general public to understand the needs of transit riders and potential riders, such as those with limited English proficiency, low-income and homeless populations, youth, minorities, people with disabilities and Access users, elderly people, and those who are currently unserved or underserved by transit
- Match community needs with service provided. Metro may identify potential alternative services projects through the planning and outreach process.

ADDING, REDUCING, AND CHANGING SERVICE

Metro uses the following guidelines when adding or reducing service as well as in the ongoing development and management of transit service.

GUIDELINES FOR ADDING OR REDUCING SERVICE

Guideline	Measures
Passenger loads	Passenger load thresholds (see p. 15)
Schedule reliability	On-time performance (see p. 16) Schedule reliability (see Appendix 3: Glossary) Lateness (see p. 16)
All-Day Network	Current service relative to All-Day Network (see p. 12)
Peak-only service	Travel time or ridership advantage (see p. 10)
Route productivity	Rides per platform hour (see p. 14) Passenger miles per platform mile (see p. 14)

Adding service: investment priorities

Metro invests in service by using guidelines in the following order:

1. Passenger loads
2. Schedule reliability
3. All-Day and Peak-Only Network
4. Route productivity

When prioritizing investments in the transit network, Metro considers local and regional planning efforts, including Metro's future long-range plan; changes to the transportation network; operational considerations; productivity, geographic value and social equity impacts; service quality needs; and corridor score.

Passenger loads and schedule reliability

Metro's first investments are based on the passenger load and schedule reliability guidelines used to assess service quality. Routes that do not meet the standards are considered to have low-quality service that has a negative impact on riders and could discourage them from using transit. These routes are the highest priority candidates for investment. Routes that are through-routed but suffer from poor reliability may be candidates for investment, but because of the size and complexity of changes to through-routes, they would not be automatically given top priority.

All-Day and Peak-Only Network

Metro next uses the All-Day and Peak-Only Network guidelines and the target service level comparison (as described on p. 14) to determine if corridors are below their target levels. If a corridor is below the target service level, it is an investment priority. Metro uses the list of All-Day and Peak-Only Network investments which, are ordered for implementation in the service guidelines report by their geographic value score, followed by the corridor productivity score, then the social equity score.

Route productivity

The fourth and final guideline Metro uses to determine if additional service is needed is the route productivity rank. Routes with productivity in the top 25 percent perform well in relation to other routes; investment in these services would improve service where it is most efficient.

Reducing service

When Metro must reduce service, these guidelines help identify the services to be reduced. While the guidelines form the basis for identifying services for reduction, Metro also considers other factors. These include community input, opportunities to achieve system efficiencies and to simplify the network through restructures, and the potential for offering alternative services. Once the long-range plan is complete, we will also consider the long-range service network and priorities, particularly when reducing service through restructures. The use of these other factors means that some routes may not be reduced in the priority order stated below. Some factors that Metro considers when reducing service include:

- **The relative impacts to all areas of the county in order to minimize or mitigate significant impacts in any one area.** Metro seeks to balance reductions throughout the county so that no one area experiences significant negative impacts beyond what other areas experience.
- **Ways to minimize impacts through the type of reduction, particularly through restructuring service**. Reduction of service can range from deleting a single trip to eliminating an entire route. Metro will also consider restructuring service in an area to make it more efficient or will consider alternative services. By consolidating service to eliminate duplication, and by closely matching service with demand, Metro may be able to provide needed trips at reduced cost and minimize impacts on riders. Service consolidation may lead to increased frequency of service on some routes to accommodate projected loads, even though the overall result of the restructure is a reduction in service hours.
- **The identified investment need on corridors.** While no route or area would be exempt from change during a large-scale system reduction, Metro will try to maintain the target level of service on corridors in the All-Day and Peak-Only Network levels, and will seek to avoid reducing service on corridors that are already below their target service levels.
- **Preservation of last connections.** Metro serves some urbanized areas of east and south King County adjacent to or surrounded by rural land. Elimination of all service in these areas would result in significant reduction in the coverage that Metro provides. To ensure that Metro continues to address mobility needs, ensure social equity and provide geographic value to people throughout King County, connections to these areas would be preserved when making service reductions, regardless of route productivity.

- **Applicability of alternative services.** In many areas of King County, and especially in urbanized areas adjacent to or surrounded by rural land, Metro may provide cost-effective alternatives to fixed-route transit service. These alternatives could avoid a significant reduction in the coverage Metro provides while better meeting community needs (Strategy 6.2.3). During service reductions Metro will consider the use of alternative services that can reduce costs on corridors with routes that are in the bottom 25 percent in one or both productivity measures. Alternative services will be evaluated differently than the fixed-route system, according to the measures and performance thresholds developed through the Alternative Services Program.

Reduction priorities

Priorities for reduction are listed below. Within all of the priorities, Metro ensures that social equity is a primary consideration in any reduction proposal, complying with all state and federal regulations.

1. Reduce service on routes that are below the 25 percent productivity threshold for a given time period. Routes that are below the 25 percent productivity threshold on both measures are considered for reduction before routes that are below the 25 percent productivity threshold for only one measure in the following order:

    1. Routes that duplicate or overlap with other routes on corridors on the All-Day and Peak-Only Network.
    2. Peak-only routes that do not have a travel time or ridership advantage.
    3. All-day routes that operate on corridors that are above their target service levels.
    4. All-day routes that operate on corridors that are at their target service levels. Reductions or deletions of these routes would worsen the deficiency between existing service levels and target service levels.

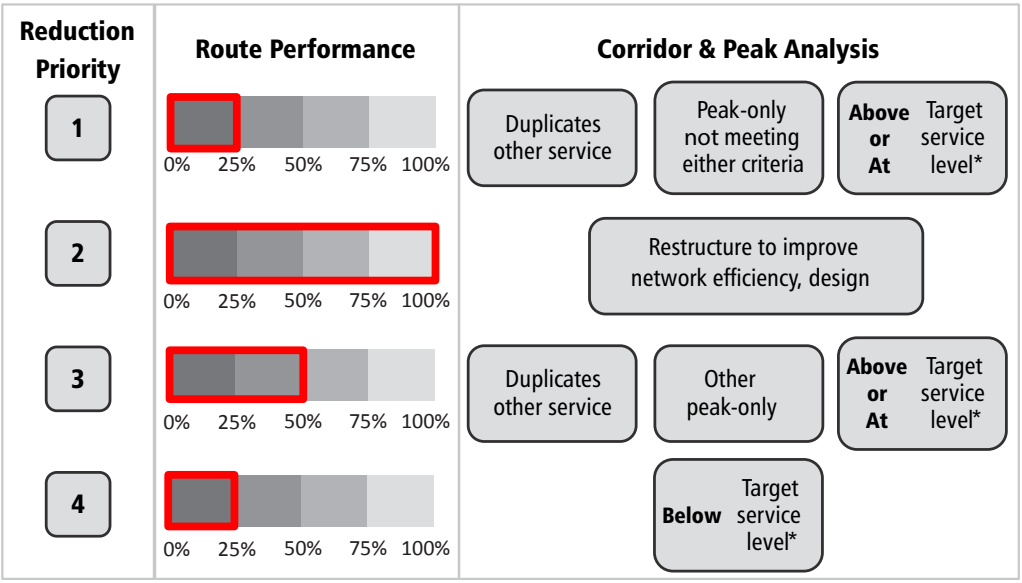
2. Restructure service to improve efficiency of service.

3. Reduce service on routes that are above the 25 percent productivity threshold for a given time period. Routes that are between the 25 and 50 percent productivity threshold on both measures are considered for reduction before routes that are above the 50 percent productivity threshold for either measure, in the following order:

    1. Routes that duplicate or overlap with other routes on corridors on the All-Day and Peak-Only Network.
    2. Any other peak-only route that was not considered as part of priority 1.2.
    3. All-day routes that operate on corridors that are above their target service levels.
    4. All-day routes that operate on corridors that are at their target service levels. Reductions or deletions of these routes would worsen the deficiency between existing service levels and target service levels.

4. Reduce services on routes that are below the 25 percent productivity threshold for a given time period on corridors identified as below their target service levels. Routes that are below the 25 percent productivity threshold on both measures are considered for reduction before routes that are below the 25 percent productivity threshold for only one measure. This worsens the deficiency between existing service levels and target service levels.

The chart below summarizes how service is reduced.



*Target service level is based on demographics and demand between connections served by transit

Implementation

Metro revises service twice a year—in spring and fall. In rare cases of emergency or time-critical construction projects, Metro may make changes at times other than the two regularly scheduled service changes. However, such situations are kept to a minimum because of the high level of disruption and difficulty they create. Many alternative service projects can be implemented at any time and do not need to follow the same schedule as fixed-route service.

Proposed route changes are subject to approval by the Metropolitan King County Council except as follows (per King County code 28.94.020):

- Any single change or cumulative changes in a service schedule which affect the established weekly service hours for a route by 25 percent or less.
- Any change in route location which does not move the location of any route stop by more than 1/2 mile.
- Any changes in route numbers.

Each year, Metro publishes a Service Guidelines report that outlines the analysis of target service levels and route performance management. The annual report will include a comprehensive list of the prior years' service changes and will identify and discuss service changes that address performance-related issues. Metro works to provide transparency in Metro's process and help jurisdictions plan for the future by conducting regular outreach throughout the county about the results of the Service Guidelines Report.

Adverse effect of a major service change

An adverse effect of a major service change is defined as a reduction of 25 percent or more of the transit trips serving a census tract, or 25 percent or more of the service hours on a route. Title VI of the Civil Rights Act of 1964 requires all transit agencies to evaluate major service change impacts on minority and low-income populations; the King County Strategic Plan and the County's Equity and Social Justice ordinance reflect similar commitments to addressing these impacts.

Disparate impact threshold

A disparate impact occurs when a major service change results in adverse effects that are significantly greater for minority populations than for non-minority populations. Metro's threshold for determining adverse effects is when the percentage of routes or tracts adversely affected by a major service change and classified as minority is 10 or more percentage points higher than the percentage of routes or tracts classified as minority in the system as a whole. Should Metro find a disparate impact, consideration will be given to modifying the proposed changes in order to avoid, minimize or mitigate the disparate impacts of the proposed changes.

Metro will measure disparate impacts by comparing changes in the number of trips serving minority or non-minority census tracts, or by comparing changes in the number of service hours on minority or non-minority routes. Metro defines a minority census tract as one in which the minority population percentage is greater than that of the county as a whole. For regular fixed-route service, Metro defines a minority route as one for which the percentage of inbound weekday boardings in minority census tracts is greater than the average percentage of inbound weekday boardings in minority census tracts for all Metro routes.

Disproportionate burden threshold

A disproportionate burden occurs when a major service change results in adverse effects that are significantly greater for low-income populations than for non-low-income populations. Metro's threshold for determining adverse effects is when the percentage of routes or tracts adversely affected by a major service change and classified as low-income is 10 or more percentage points higher than the percentage of routes or tracts classified as low-income in the system as a whole. Should Metro find a disproportionate burden, consideration will be given to modifying the proposed changes in order to avoid, minimize or mitigate the disproportionate burden of the proposed changes.

Metro will measure disproportionate burden by comparing changes in the number of trips serving low-income or non-low-income census tracts, or by comparing changes in the number of service hours on low-income or non-low-income routes. Metro defines a low-income census tract as one in which the percentage of low-income population is greater than that of the county as a whole. For regular fixed-route service, Metro defines a low-income route as one for which the percentage of inbound weekday boardings in low-income census tracts is greater than the average percentage of inbound weekday boardings in low-income census tracts for all Metro routes.

APPENDIX 1: CENTERS IN KING COUNTY

The list of centers associated with the All-Day and Peak-Only Network is adopted by the King County Council as part of the service guidelines. To plan its service, Metro utilizes the 18 Regional Growth Centers, four Manufacturing/Industrial Centers, and 64 Transit Activity Centers.

Regional Growth and Manufacturing/Industrial Centers

The Puget Sound Regional Council designates regional growth centers and manufacturing/industrial centers as places that will receive a significant proportion of population and employment growth compared to the rest of the urban area.

Regional Growth Centers

Auburn
Bellevue Downtown
Burien
Federal Way
First Hill/Capitol Hill
Issaquah
Kent
Northgate
Overlake
Redmond
Renton
SeaTac
Seattle Downtown
South Lake Union
Totem Lake
Tukwila
University Community
Uptown

Manufacturing/Industrial Centers

Ballard/Interbay
Duwamish
Kent
North Tukwila

Transit Activity Centers

Each transit activity center identified below meets one or more of the following criteria:

- Is located in an area of mixed-use development that includes concentrated housing, employment, and commercial activity
- Includes a major regional hospital, medical center or institution of higher education located outside of a designated regional growth centers
- Is located outside other designated regional growth centers at a transit hub served by three or more all-day routes.

The size of these transit activity centers varies, but all transit activity centers represent concentrations of activity in comparison to the surrounding area. Transit activity centers are listed below:

Alaska Junction
Aurora Village Transit Center
Ballard
(Ballard Ave NW/NW Market St)
Beacon Hill Station
Black Diamond
Bothell (UW Bothell/Cascadia Community College)
Carnation
Central District
(23rd Ave E/E Jefferson St)
Children's Hospital
Columbia City Station
Covington
(172nd Ave SE/SE 272nd St)
Crossroads
(156th Ave NE/NE 8th St)
Crown Hill
(15th Ave NW/NW 85th St)
Des Moines
(Marine View Dr/S 223rd St)
Duvall
Eastgate (Bellevue College)
Enumclaw
Factoria
(Factoria Blvd SE/SE Eastgate Wy)
Fairwood
(140th Ave SE/SE Petrovitsky Rd)
Maple Valley
(Four Corners, SR-169/Kent-Kangley Rd)
Fremont
(Fremont Ave N/N 34th St)
Georgetown
(13th Ave S/S Bailey St)
Green River Community College

Greenwood
(Greenwood Ave N/N 85th St)

Harborview Medical Center

Highline College

Issaquah Highlands

Issaquah
(Issaquah Transit Center)

Juanita
(98th Ave NE/NE 116th St)

Kenmore
(Kenmore Park and Ride)

Kent East Hill
(104th Ave SE/SE 240th St)

Kirkland (Kirkland Transit Center)

Kirkland (South Kirkland Park and Ride)

Lake City

Lake Forest Park

Lake Washington Institute of Technology

Madison Park
(42nd Ave E/E Madison St)

Magnolia
(34th Ave W/W McGraw St)

Mercer Island

Mount Baker Station

Newcastle

North Bend

North City (15th Ave NE/NE 175th St)

Oaktree (Aurora Ave N/N 105th St)

Othello Station

Rainier Beach Station

Renton Highlands
(NE Sunset Blvd/NE 12th St)

Renton Technical College

Roosevelt
(12th Ave NE/NE 65th St)

Sammamish
(228th Ave NE/NE 8th St)

Sand Point
(Sand Point Way/NE 70th St)

Shoreline
(Shoreline Community College)

Snoqualmie

SODO
(SODO Busway/Lander St)

South Mercer Island

South Park
(14th Ave S/S Cloverdale St)

South Seattle College

Tukwila International Blvd Station

Twin Lakes
(21st Ave SW/SW 336th St)

Valley Medical Center

Vashon

Wallingford
(Wallingford Ave N/N 45th St)

Westwood Village

Woodinville
(Woodinville Park and Ride)

APPENDIX 2: CORRIDORS EVALUATED FOR ALL-DAY AND PEAK NETWORK

Note: Shaded corridors do not currently have service on them.

Connections		
Between	And	Via
Admiral District	Southcenter	California Ave SW, Military Rd, TIBS
Alki	SODO Station	Alaska Junction
Auburn	Burien	Kent, SeaTac
Auburn	Pacific	Algona
Auburn/GRCC	Federal Way	15th St SW, Lea Hill Rd
Aurora Village	Northgate	Meridian Ave N
Aurora Village	Seattle CBD	Aurora Ave N
Avondale	Kirkland	NE 85th St, Redmond Way, Avondale Rd NE
Ballard	Northgate	Holman Road
Ballard	Seattle CBD	15th Ave W
Ballard	Seattle CBD	Fremont, South Lake Union
Ballard	University District	Green Lake, Greenwood
Ballard	University District	Wallingford (N 45th St)
Beacon Hill	Seattle CBD	Beacon Ave
Bellevue	Eastgate	Lake Hills Connector
Bellevue	Redmond	NE 8th St, 156th Ave NE
Bellevue	Renton	Newcastle, Factoria
Burien	Seattle CBD	1st Ave S, South Park
Burien	Seattle CBD	Delridge, Ambaum
Burien	Seattle CBD	Des Moines Mem Dr S, South Park
Capitol Hill	Seattle CBD	15th Ave E
Capitol Hill	Seattle CBD	Madison St
Capitol Hill	White Center	South Park, Georgetown, Beacon Hill, First Hill
Central District	Seattle CBD	E Jefferson St
Colman Park	Seattle CBD	Leschi, Yesler Way
Discovery Park	Seattle CBD	Gilman Ave W, 22nd Ave W, Thorndyke Ave W
Eastgate	Bellevue	Newport Way , S. Bellevue, Beaux Arts
Eastgate	Bellevue	Somerset, Factoria, Woodridge
Eastgate	Overlake	Phantom Lake
Enumclaw	Auburn	Auburn Way S, SR 164
Fairwood	Renton	S Puget Dr, Royal Hills
Federal Way	Kent	Military Road S
Federal Way	SeaTac	SR-99
Fremont	Broadview	8th Ave NW
Fremont	Seattle CBD	Dexter Ave N
Fremont	University District	N 40th St
Green River CC	Kent	132nd Ave SE
Greenwood	Seattle CBD	Greenwood Ave N
High Point	Seattle CBD	35th Ave SW
Issaquah	Eastgate	SE Newport Way
Issaquah	North Bend	Fall City, Snoqualmie

Connections		
Between	And	Via
Issaquah	Overlake	Sammamish, Bear Creek
Kenmore	Kirkland	Juanita
Kenmore	Shoreline	Lake Forest Park, Aurora Village TC
Kenmore	Totem Lake	Finn Hill, Juanita
Kennydale	Renton	Edmonds Ave NE
Kent	Burien	Kent-DM Rd, S. 240th St, 1st Ave S
Kent	Maple Valley	SE Kent-Kangley Road
Kent	Renton	84th Ave S, Lind Ave SW
Kent	Renton	Kent East Hill
Kent	Seattle CBD	Tukwila
Kirkland	Bellevue	South Kirkland
Kirkland	Factoria	Overlake, Crossroads, Eastgate
Lake City	Seattle CBD	NE 125th St, Northgate, I-5
Lake City	University District	35th Ave NE
Lake City	University District	Lake City, Sand Point
Laurelhurst	University District	NE 41st St
Madison Park	Seattle CBD	Madison St
Madrona	Seattle CBD	Union St
Magnolia	Seattle CBD	34th Ave W, 28th Ave W
Mercer Island	S Mercer Island	Island Crest Way
Mirror Lake	Federal Way	S 312th St
Mount Baker	Seattle CBD	31st Ave S, S Jackson St
Mount Baker	University District	23rd Ave E
Mount Baker Transit Ctr	Seattle Center	Martin Luther King Jr Way, E John St, Denny Way
Mountlake Terrace	Northgate	15th Ave NE, 5th Ave NE
Northeast Tacoma	Federal Way	SW 356th St, 9th Ave S
Northgate	Seattle CBD	Green Lake, Wallingford
Northgate	University District	Roosevelt Way NE
Othello Station	SODO	Columbia City Station
Overlake	Bellevue	Bell-Red Road
Overlake	Bellevue	Sammamish Viewpoint, Northup Way
Queen Anne	Seattle CBD	Queen Anne Ave N
Queen Anne	Seattle CBD	Taylor Ave N
Rainier Beach	Capitol Hill	Rainier Ave S
Rainier Beach	Mount Baker Transit Ctr	Martin Luther King Jr Way S
Rainier Beach	Seattle CBD	Rainier Ave S
Redmond	Duvall	Avondale Rd NE
Redmond	Eastgate	148th Ave, Crossroads, Bellevue College
Redmond	Totem Lake	Willows Road
Renton	Burien	S 154th St
Renton	Enumclaw	Maple Valley, Black Diamond
Renton	Rainier Beach	West Hill, Rainier View
Renton	Renton Highlands	NE 4th St, Union Ave NE
Renton	Seattle CBD	Martin Luther King Jr Way S, I-5
Renton	Seattle CBD	Skyway, S. Beacon Hill
Renton Highlands	Renton	NE 7th St, Edmonds Ave NE
Richmond Beach	Northgate	Richmond Beach Rd, 15th Ave NE
Roosevelt	UW	University Way

Connections		
Between	And	Via
Sand Point	Cowen Park	View Ridge, NE 65th St
Sand Point	University District	NE 55th St
Shoreline	University District	Jackson Park, 15th Ave NE
Shoreline CC	Greenwood	Greenwood Ave N
Shoreline CC	Lake City	N 155th St, Jackson Park
Shoreline CC	Northgate	N 130th St, Meridian Ave N
Totem Lake	Seattle CBD	Kirkland, SR-520
Tukwila	Des Moines	McMicken Heights, Sea-Tac
Tukwila	Fairwood	S 180th St, Carr Road
Tukwila	Seattle CBD	Pacific Hwy S, 4th Ave S
Twin Lakes	Federal Way	S 320th St
Twin Lakes	Federal Way	SW Campus Dr, 1st Ave S
University District	Bellevue	SR-520
University District	Seattle CBD	Broadway
University District	Seattle CBD	Eastlake, Fairview
UW Bothell	Redmond	Woodinville, Cottage Lake
UW Bothell	University District	Kenmore, Lake Forest Park, Lake City
UW Bothell/CCC	Kirkland	132nd Ave NE, Lake Washington Tech
Vashon	Tahlequah	Valley Center
West Seattle	Seattle CBD	Fauntleroy, Alaska Junction
White Center	Seattle CBD	16th Ave SW, South Seattle College
Woodinville	Kirkland	Kingsgate

APPENDIX 3: GLOSSARY

Access service: *See Paratransit (Access) service.*

ADA: Americans with Disabilities Act of 1990: Civil rights legislation that provides a national mandate for the elimination of discrimination against individuals with disabilities with specific requirements for public transit agencies. ADA requires the provision of demand response transportation service for individuals with disabilities who are unable to use fixed route transportation systems.

All-day service: Routes that operate in two directions throughout the majority of the day. These routes are the basis of Metro's network and account for the most service resources. All-day services operate during the peak, off-peak, and night time periods on weekdays and weekends.

Alternative services: Transportation services tailored to community needs that Metro plans and provides with partners throughout King County. Often, these communities lack the infrastructure, density or land use to support traditional, fixed-route bus service. Metro's alternative services include VanPool, VanShare, Community Access Transportation (CAT), Dial-A-Ride Transit (DART), Community Shuttles, Community Hub, TripPool, Community Van, and Real Time Rideshare. Additional alternative services will be developed as market conditions and technology evolves.

Base: A site where buses are fueled, stored, and maintained. Bases include parking, maintenance bays, parts storage, fuel storage, cleaning facilities, and operation facilities. Bases also include facilities to support employees such as office space, driver lockers, and meeting rooms.

Boarding: *See Ride.*

Centers: Activity nodes throughout King County that form the basis for the countywide transit network. See Manufacturing/industrial center, Regional growth center and Transit activity center.

Community Access Transportation (CAT): A program that complements paratransit (Access) service by filling service gaps in partnership with nonprofit agencies, such as those serving seniors or people with disabilities.

Community Shuttle: A route that Metro provides through a community partnership; these shuttles can have flexible service areas if it meets the community needs.

Corridor: A major transit pathway that connects regional growth, manufacturing/industrial, and/or activity centers; park-and-rides and transit hubs; and major destinations throughout King County.

Crowding: A transit trip that, on average, has more passengers than the acceptable passenger load, based on each type of bus. The acceptable passenger load calculation is based on the number of seats and an allowance of four square feet of floor space per standing passenger. A transit trip is considered crowded when, on average, it has a passenger load over the acceptable passenger load. Trips with standing loads for 20 minutes or longer are also considered to be crowded. This can also be referred to as "overcrowding" or "passenger crowding."

Dial-A-Ride Transit (DART) service: Scheduled transit routes in which individual trips may deviate from the fixed route to pick up or drop off a passenger closer to their origin or destination. All current DART routes include a fixed route portion in which passengers can access service from regular bus stops. DART routes can also be referred to as Demand Area Response Transit routes.

Equity and Social Justice (ESJ): King County's Equity and Social Justice work is grounded in the 2010 "fair and just" ordinance (Ordinance 16948), which requires King County to intentionally consider equity and integrate it into our decisions and policies, county practices and engagement with the organization as well as communities. Equity is defined as all people having full and equal access to opportunities that enable them to attain their full potential. Social justice is defined as all aspects of justice, including legal, political and economic, and requires the fair distribution of public goods, institutional resources and life opportunities for all people.

Fixed-route service: Scheduled transit service in which trips follow a specified path and passengers can access service from regular bus stops.

Geographic value: Providing public transportation products and services throughout King County, connecting centers, and facilitating access to jobs, education and other destinations for as many people as possible. Metro provides services that are appropriate to the land use, employment and housing densities and transit demand in various communities.

Headway: The time interval between buses traveling on the same route in the same direction. This can also be referred to as "frequency."

Layover: Time built into a schedule between arrival at the end of a route and the departure for the return trip, used for the recovery of delays and preparation for the return trip. Layover can also be used to describe a designated location for a transit vehicle at or near the end of the route where the vehicle operates out of service and takes its scheduled layover time.

Load: The number of passengers on the bus at a given time. This is a method of measuring the ridership demand on a bus trip at a given time.

Long-range plan: The King County Metro Long Range Public Transportation Plan is a 25-year service, capital and financial plan for transit services operated, or planned by King County Metro. Along with the near-term needs identified through the service guidelines, the long-range plan guides future service and capital investments and forecasted financial needs.

Low income: A household earning less than 200 percent of the federal poverty level.

Low-income census tract: A census tract in which the percentage of the population that is low-income is greater than that of the county as a whole.

Low-income corridor: A corridor in which the percentage of inbound weekday boardings in low-income census tracts is greater than the average percentage of inbound weekday boardings in low-income census tracts for the county.

Low-income route: A route in which the percentage of inbound weekday boardings in low-income census tracts is greater than the average percentage of inbound weekday boardings in low-income census tracts for the county.

Manufacturing/industrial center: As defined in Puget Sound Regional Council's (PSRC) Vision 2040 plan, an area of intensive manufacturing and/or industrial activity. PSRC expects these centers to accommodate a significant share of the region's manufacturing industrial employment growth.

Maximum (Max) load: The highest number of passengers on the bus at a given time, averaged on a per trip basis over the course of a service change. This is a method of measuring the highest demand for a specific bus trip.

Minority census tract: A census tract in which the minority population percentage is greater than that of the county as a whole.

Minority corridor: A corridor in which the percentage of inbound weekday boardings in minority census tracts is greater than the average percentage of inbound weekday boardings in minority census tracts for the county.

Minority route: A route in which the percentage of inbound weekday boardings in minority census tracts is greater than the average percentage of inbound weekday boardings in minority census tracts for the county.

Night: *See Time period.*

Off-peak: *See Time period.*

On-time: An arrival at a timepoint that is no more than five minutes late or one minute early relative to the scheduled arrival time.

Overcrowding: *See Crowding.*

Paratransit (Access) service: King County Metro's ADA service, which is a primarily van-operated, demand responsive service with variable routes and schedules. Access provides trips to eligible people with disabilities who are unable to use Metro's fixed-route or DART service. Passengers must apply and be found eligible to use Access service in advance of making a trip.

Park-and-ride: A facility where transit passengers may park their personal vehicles and catch a bus, train, vanpool or carpool to reach their final destination. Park-and-ride lots are built, owned, leased, and maintained by a number of different agencies.

Partner: Any organization external to King County Metro that shares resources with Metro to help advance opportunities and conditions for using alternatives to driving alone. Metro has worked with partners to design and deliver services, facilities, access, policies, program/product design, and incentives. Partners have included local, regional and state agencies; employers, institutions and schools; community and human service organizations; other transit providers, property owners or managers; and other businesses and entities.

Partnership: A relationship in which King County Metro and an external organization work together to help advance opportunities and conditions for travelers to use alternatives to driving alone. Partnerships enable Metro to leverage public and private resources to design and deliver services, facilities, access, policies, program/product design and incentives. Partners have included local, regional and state agencies; employers, institutions and schools; community and human service organizations; other transit providers, property owners or managers; and other businesses and entities. Partnerships as described in the Service Guidelines do not indicate a legal relationship and are not the same as vendor or contractor relationships.

Passenger miles per platform mile: Total miles traveled by all passengers divided by the total miles the bus operates from the time it leaves its base until it returns. One of two measures Metro uses to assess the service performance of each route. *See also, Base and Rides per platform hour.*

Passenger-minutes: The total number of minutes traveled by all passengers on the bus.

Passenger crowding: *See Crowding.*

Peak-only service: Routes that operate primarily during peak travel periods on weekdays from 5:00-9:00 a.m. and 3:00-7:00 p.m., primarily in one direction. Peak-only service connects passengers between residential areas and job centers and back.

Productivity: Making the most efficient use of resources and targeting transit service to the areas of the county with the most potential for use. Metro uses the term productivity in two important ways in the service guidelines:

1. **Corridor productivity:** The potential market for transit based on the number of households, park-and-ride stalls, jobs and students along the corridor. Higher concentrations of people support higher use of transit.

2. **Route productivity:** The actual use of transit, determined using two performance measures of ridership—rides per platform hour and passenger miles per platform mile.

Real-Time Rideshare: An on-demand carpool program using mobile and web-based applications to match up drivers with passengers who want to share a ride. Riders pay a small fare through the app, and drivers earn a per-mile fee. The program is being piloted in Southeast Redmond and Willows Road. This is one of Metro's alternative services.

Regional growth center: As defined in PSRC's Vision 2040 plan, a defined focal area within a city or community that has a mix of housing, employment, retail, services and entertainment uses, and that is pedestrian-oriented. PSRC expects these centers to receive a significant portion of the region's growth in population and jobs.

Ride: Every time a passenger boards a bus. This can also be referred to as a "boarding."

Ridership: Sum of rides over a specified time period. For purposes of the Service Guidelines corridor analysis, ridership is accounted for by measuring passenger loads. *See Load.*

Rides per platform hour: Total number of rides divided by the total hours a bus travels from the time it leaves its base until it returns. One of two measures Metro uses to assess the service performance of each route. *See also, Base and Passenger miles per platform mile.*

Route: A single path of travel, with identified stops and scheduled service. Routes are typically identified with numbers, such as Route 1.

Schedule adherence: *See Schedule reliability.*

Schedule reliability: A measure used to determine how often a route is late, measured as the percentage of trips that, on average, arrive more than 5 minutes late. This threshold allows for variations in travel time, congestion and ridership.

Service restructure: Changes to multiple Metro routes along a corridor or within a large area consistent with the service design criteria in the Service Guidelines. Restructures may be prompted by a variety of circumstances, and in general are made to improve the efficiency and effectiveness of transit service as a whole, to better integrate with the regional transit network, or to reduce Metro's operating costs because of budget constraints.

Service types: Categories of service based on chosen criteria. Metro's current service types are Urban and Suburban.

- **Urban** routes primarily serve the densest parts of the county, including Seattle Downtown, First Hill/Capitol Hill, South Lake Union, the University Community, or Uptown

- **Suburban** routes primarily serve passengers in suburban and rural areas in Seattle and King County

- **Dial-a-Ride Transit and shuttles** are those that provide flexible, community- based service that has different characteristics than the fixed-route system. These services are held to different standards than those outlined for the fixed-route network below. These standards are under development and will be included in Metro's annual service guidelines reports. These services are described in more detail in the Alternative Services section of the guidelines on page 25.

Service span: The span of hours over which service is operated. Service span often varies by weekday. For example, a route's service span could be from 5 a.m. to 9 p.m.

Social equity: All people having full and equal access to opportunities that enable them to attain their full potential. As applied to transit, social equity involves ensuring there are travel opportunities for historically disadvantaged populations, such as people of low-income, students, youth, seniors, minorities, people with disabilities, and others with limited transportation options. Metro measures social equity in a quantitative way using low-income and minority populations, in accordance with federal law.

Span: *See Service span.*

Standing load time: The number of consecutive minutes where there are more people on the bus than the number of seats provided.

Target service level: A goal amount of service Metro assigns each corridor in the All-Day and Peak-Only Network, based on measures of productivity, social equity and geographic value. The All-Day and Peak-Only Network analysis compares the target service levels to existing service to determine whether a corridor is below, at, or above the target levels. Target service levels are Very Frequent, Frequent, Local, Hourly, Peak-only, and Alternative Services (defined below). If a corridor is below its target service level, it is identified for investment need. *See also, Productivity, Social Equity and Geographic Value.*

- **Very frequent** corridors serve very large employment and transit activity centers and very dense residential areas.
- **Frequent** corridors generally serve major employment and transit activity centers and very dense residential areas.
- **Local** corridors generally serve regional growth centers and residential areas with low- to medium-density.
- **Hourly** corridors generally connect low-density residential areas to regional growth centers.
- **Peak-only** services provide specialized service in the periods of highest demand for travel. Peak-only services generally provide service to a major employment center in the morning and away from a major employment center in the afternoon.
- **Alternative Services** *(see entry on p.41)*

Title VI of the Civil Rights Act of 1964: The Civil Rights Act of 1964 outlaws discrimination based on race, color, religion, sex, or national origin. Title VI prevents discrimination by government agencies that received federal funds.

Transit priority treatment: Any operational practice or infrastructure element that helps buses move more quickly along a street or along their route, with more consistent travel times. Within this definition there are four categories of strategies—bus operations, traffic control, infrastructure and bus lanes.

TripPool: Real-time ridesharing in which neighbors share a ride to the Park-and-Ride in a Metro van using a smartphone app to coordinate rides. TripPool vans get reserved parking at Park-and-Rides.

Through-route: When a bus on one route reaches the end of its route and immediately begins service on another route within a layover. Passengers can remain on the bus and continue from one route to the other without transferring or paying another fare.

Time period: An interval of time that identifies different passenger travel patterns and service levels. Metro has three time periods: Peak, Off-Peak, and Night (defined below).

- **Peak** period is from 5-9 a.m. and 3-7 p.m. on weekdays. This is the highest demand time period for the road network and transit service.
- **Off-Peak** period is from 9 a.m.-3 p.m. on weekdays and 5 am-7 pm on weekends.
- **Night** period is from 7 p.m.-5 a.m. every day of the week.

Trip: A single journey from one place to another. There are two types of trips that Metro considers: a person trip and a vehicle trip.

- **Person trip:** An individual's journey from an origin to a destination; can involve multiple rides and multiple modes.
- **Vehicle trip:** The scheduled movement of a transit vehicle from an origin (often a route start point) to a destination (often a route end point) at a particular time on a particular day (weekday, Saturday, or Sunday).

Transit activity centers: Areas of activity that include major destinations and transit attractions, such as large employment sites, significant healthcare institutions and major social service agencies. Transit activity centers form the basis for an interconnected transit network throughout the urban growth area and support geographic value in the distribution of the network. See p. 34 for a list of Metro-defined transit activity centers.

VanPool: A high-occupancy transportation mode in which groups of five or more commuters share a ride to work, using a Metro-supplied van.

VanShare: A high-occupancy transportation mode in which groups of five or more commuters share the ride between home or work and a public transit link or transit hub.

ATTACHMENT 2

December 15, 2015

The Honorable Larry Phillips
Chair, King County Council
Room 1200
C O U R T H O U S E

Dear Councilmember Phillips,

As required by Ordinance 17143, Section 6, I am transmitting for your consideration the enclosed ordinance to update the King County Metro Strategic Plan for Public Transportation 2011-2021 ("Strategic Plan") and the King County Metro Service Guidelines ("Service Guidelines"). Ordinance 18029 subsequently modified the transmittal date to December 15, 2015.

Metro has been actively using the Strategic Plan and Service Guidelines since they were adopted in 2011, making substantial progress toward the plan's goals and objectives and using the Service Guidelines to make the transit system more efficient and better focused on the County's most important public transportation needs. The plan and guidelines are living documents, and I am proposing updates that will position Metro for continued success. The revisions will also enhance the agency's transparency by making these key policy documents easier for the public to read and understand.

The proposed revisions reflect the product of a large amount of feedback from public meetings, the Regional Transit Committee, and the King County Council over the past few years. In particular, these revisions incorporate the recommendations that emerged from two important advisory processes the Service Guidelines Task Force and the Access to Transit Study.

In addition to incorporating recommendations from these two processes, the proposed updates make changes necessary to clarify policy intent, as required in Ordinance 17143,

Section 6. Editorial changes are proposed throughout both documents to improve their clarity and organization and to update out-of-date information.

The proposed changes to both of Metro's guiding policy documents support the goals of the King County Strategic Plan as well as the Equity and Social Justice ordinance. The Strategic Plan retains the eight original goal areas of safety, human potential, economic growth, environmental sustainability, service excellence, financial stewardship, public engagement and transparency, and quality workforce. The proposed changes will help Metro move closer to achieving these goals by placing more emphasis on social equity and geographic value in our analysis, by expanding the definition and role of the Alternative Services Program, and by placing more emphasis on how people access the Metro transit system. Providing services appropriate to different markets and mobility needs is key to Metro's ability to respond to transportation needs in communities throughout the County in a cost-effective way.

The proposed updates—particularly in the Transportation and Land Use goal area—also support the objectives and strategies of the King County Strategic Climate Action Plan. The proposed changes support increasing use of public transit and reducing the need for driving by improving the effectiveness and productivity of bus service, investing service where the most people ride, improving the reliability and efficiency of service, and striving to achieve the greenhouse-gas emission reduction targets.

The two documents attached to the enclosed Ordinance, *King County Metro Strategic Plan for Public Transportation 2011-2021 – 2015 Update* and *King County Metro Service Guidelines – 2015 Update*, are the proposed new versions of the Strategic Plan and Service Guidelines. Attached to this letter you will also find a summary of all the changes to both documents as well as the redline versions of both the Strategic Plan and Service Guidelines, showing all of the changes made for your reference.

It is estimated that preparation of these documents required 6,000 staff hours and 500 consultant hours, costing about $450,000. The estimated printing cost for documents is $500.

Thank you for your consideration of this ordinance. This important legislation will help King County residents better understand how Metro is making the best use of the County's transit resources to deliver high-quality services that get people where they want to go and set the stage for the implementation of the Long Range Plan for Public Transportation.

If you have any questions, please feel free to contact Christina O'Claire, Manager of Strategy and Performance, at 206-477-5801.

Sincerely,

Dow Constantine
King County Executive

Enclosures

cc: King County Councilmembers
ATTN: Carolyn Busch, Chief of Staff
Anne Noris, Clerk of the Council
Carrie S. Cihak, Chief of Policy Development, King County Executive Office
Dwight Dively, Director, Office of Performance, Strategy and Budget
Harold S. Taniguchi, Director, Department of Transportation (DOT)
Kevin Desmond, General Manager, Metro Transit Division, DOT
Victor Obeso, Deputy General Manager of Planning and Customer Services, Metro Transit Division, DOT
Christina O'Claire, Manager, Strategy and Performance, Metro Transit Division, DOT
Jana Demas, Project Manager, Strategy and Performance, Metro Transit Division, DOT

[Blank Page]

2015/2016 FISCAL NOTE

Ordinance/Motion:
Title: Update to King County Metro Strategic Plan and Service Guidelines
Affected Agency and/or Agencies: Transit Division
Note Prepared By: Christina O'Claire
Date Prepared: 11/3/15
Note Reviewed By: Jill Krecklow
Date Reviewed:11/15/2015

Description of request:

The Updates to the Strategic Plan and Service Guidelines do not in and of themselves have a fiscal impact.

Revenue to:

Agency	Fund Code	Revenue Source	2015/2016	2017/2018	2019/2020
TOTAL			**0**	**0**	**0**

Expenditures from:

Agency	Fund Code	Department	2015/2016	2017/2018	2019/2020
TOTAL			**0**	**0**	**0**

Expenditures by Categories

	2015/2016	2017/2018	2019/2020
TOTAL	**0**	**0**	**0**

Does this legislation require a budget supplemental? No

Notes and Assumptions: The legislation that has been submitted to approve the Update to the King County Metro Strategic Plan and Service Guidelines does not in and of itself have a fiscal impact. This update is supported by the financial plan that is adopted through the biennial budget process.

[Blank Page]

King County

Metropolitan King County Council
Transportation, Economy and Environment Committee

STAFF REPORT

Agenda Item:	9	**Name:**	Paul Carlson
Proposed No.:	2016-0018	**Date:**	May 31, 2016

SUBJECT

Proposed Motion 2016-0018 would accept the Access to Transit Study Phase 2 Report, the third of three reports on issues pertaining to the way transit riders reach their transit centers and bus stops.

SUMMARY

Proposed Motion 2016-0018 would accept the Access to Transit Study Phase 2 Report, the last of three reports developed by King County Metro in response to Section 3 of Ordinance 17641, approving the 2013 update of the Strategic Plan for Public Transportation 2011-2021 (Transit Strategic Plan) and the King County Metro Service Guidelines (Service Guidelines).

The Regional Transit Committee (RTC) approved Proposed Motion 2016-0018 with a "do pass" recommendation on May 18, 2016. RTC action followed extensive briefings on this topic over the course of the last several years. Future work on this issue will focus on how Access to Transit recommendations will be included in the Transit Strategic Plan update and in the draft Long Range Plan, *Metro Connects*.

BACKGROUND

The Access to Transit Study is a requirement of Section 3 of Ordinance 17641, approving the 2013 update of the Strategic Plan for Public Transportation 2011-2021. The legislative packet for the Phase 2 Report is available here:

http://mkcclegisearch.kingcounty.gov/LegislationDetail.aspx?ID=2541054&GUID=7699C402-B1B2-4DA0-ACC0-839630CE31A5&Options=ID|&Search=2016-0018

Milestones:

- In early 2014, the RTC and County Council approved Motion 14089, accepting the Access to Transit Work Plan.

- In early 2015, the RTC and County Council approved Motion 14319, accepting the Access to Transit Study Phase 1 Report. The RTC amended the motion to

request the July 1 Report, including reports on Task A.1, defining "access," including a literature review and best practices of how jurisdictions and transit agencies define access, and Task A.4, compiling existing information on current access to transit habits.

During the remainder of 2015, the RTC reviewed Access to Transit issues within the context of the updates to the Transit Strategic Plan and Service Guidelines, as well as the draft Long Range Plan. Access to Transit Study results are presented in three reports:

1. **Phase 1**: The first report reviewed the different modes used to access transit and the infrastructure that supports them, what some agencies are doing to guide and improve transit access planning, and what approaches agencies are considering or have implemented to improve access to transit.

2. **July 2015 report**: A second report provided information about how access to transit is defined, actions Metro is taking or planning regarding access, how other agencies address access to transit, and how people access transit in King County.

3. **Phase 2**: This report reflects what Metro has heard and learned, and specifically looks at needs reporting, funding, policies and regional coordination. Findings and recommended next steps are summarized in Section One. Section Two contains details of Metro's review of policies and practices in this region and nationally as they relate to transit access- related topics.

Table 1. Phase 2 Report contents

Section	Pages
Executive Summary	1-3
Introduction	4-5
Section One: Findings and next steps	6-15
What we heard	*(6)*
What we learned	*(6-9)*
Recommended next steps	*(10-13)*
Section Two: Research Overview	16-54
I. Measures and Reporting	*(16-25)*
II. Funding Options	*(26-30)*
III. System access policies and practices	*(31-35)*
IV. Transit parking policies and practices	*(36-46)*
V. Transit-Oriented Development	*(47-54)*
References	55-57
Appendices	59-68
A. Ordinance requiring Access to Transit report	*(59-64)*
B. Proposed changes to the Strategic Plan related to access to transit	*(65-68)*

Section One: Findings and next steps

The "What we heard" part of Section One lists five principal considerations identified by regional partners and stakeholders:

1. Many park-and-rides around the region are overcrowded.
2. Biking and walking infrastructure connecting to transit is inadequate in various places around the county.
3. Transit-to-transit and other last-mile connections are important, especially as the regional transit network grows.
4. Working with jurisdictions and other agencies is critical to improving access, and Metro needs to take a leadership role.
5. Metro's measures and reporting do not fully capture the multiple facets of transit access or identify a clear path to address them.

The "What we learned" part of Section One discusses findings broken into categories: Measures and Reporting, Funding, Policies and Practices, and Regional Cooperation. This discussion feeds into the "Recommended next steps" portion of Section One.

The Executive Summary (pages 2-3) has a summary combining the "What we learned" and "Recommended next steps" discussions from Section One. Here is an abridged version of the Executive Summary description:

I. Measures and reporting
Metro could expand on our existing measures and data collection relating to access to transit.

- **Actions:** Modified and new measures included in the update to the Transit Strategic Plan; resources will be needed to support expanded data tools and data collection efforts.

II. Funding
Metro's capital program focus is on fleet purchases and ongoing maintenance and operation of existing facilities. Access to transit investments will require both additional dedicated funding and partnerships with other agencies, local jurisdictions and the private sector.

- **Actions:** Metro will continue to work with partners to identify financial partnership opportunities, grants and other resources for transit access capital infrastructure; will seek opportunities to further develop and apply tools and resources; and begin to identify investment priorities through development of the Long Range Plan and in the 2017-2018 budget.

III. Policies and practices
Bike and pedestrian. Good transit access by all modes is essential to supporting ridership and making transit more attractive and convenient. While all modes have a role, many agencies prioritize improvements that will do the most to increase ridership at the lowest cost.

- **Actions:** Metro will develop policy language in the long-range plan to guide Metro's multimodal approach to transit access improvements, and will collaborate with local jurisdictions, other agencies, private organizations and others to work to improve bike and pedestrian connections to transit. Metro's focus will be in the transit service and transit stop element of these connections.

Transit parking. Transit parking is an important access mode and many agencies and cities are working on responses to parking demand that use resources efficiently, are affordable, and are consistent with smart-growth plans.

- **Actions:** Metro will work collaboratively with local jurisdictions, other agencies, private organizations and others to attempt to respond to demand for transit parking by better managing our resources and providing more supply where warranted.

Transit-oriented development (TOD). TOD can increase access to transit by promoting walkable, compact communities and providing affordable housing near transit. It can help implement community visions for parking.

- **Actions:** Metro will encourage and pursue TOD opportunities with cities, other transit agencies and private developers.

Safety and security. Agency programs that promote safety and security are critical as people are more likely to utilize facilities where they feel safe.

- **Action:** Metro will continue to promote safe and secure access to transit and seek opportunities to collaborate with jurisdictions on improvements.

IV. Regional coordination

Transit access is a regional issue, especially in the Puget Sound area where different agencies and jurisdictions own, and often share, access infrastructure.

- **Action:** Metro will continue to plan and coordinate with agencies that have roles in access to transit issues.

Section Two: Research Overview – this part of the Phase 2 Report provides extensive additional discussion of current Metro Transit practices, other transit agencies' policies, and specific case studies. These are grouped in the five categories listed in the Table of Contents: (1) Measures and Reporting (pages 16-25); (2) Funding Options (pages 26-30); (3) System access policies and practices (pages 31-35); (4) Transit parking policies and practices (pages 36-46); and Transit-Oriented Development (pages 47-54).

ANALYSIS

Proposed Motion 2016-0018 would accept the Phase 2 Report. The RTC approved the proposed motion with a "do pass" recommendation on May 18, 2016. As noted in the Executive Summary (page 1), "While the study process has concluded, Metro will continue to improve access to transit by acting on the findings." Given the completion of the study process and the RTC action, it would be in order for the Transportation, Economy and Environment Committee to act on the proposed motion, recognizing that the RTC and County Council will continue to work on access to transit concepts through review of the Long Range Plan.

ATTACHMENTS

1. Proposed Motion 2016-0018 and attachment
2. Executive's transmittal letter

INVITED

1. Christina O'Claire, Strategy and Performance Manager, King County Transit Division
2. Lisa Shafer, Transportation Planner, King County Transit Division

[Blank Page]

ATTACHMENT 1

KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

May 26, 2016

Motion

Proposed No. 2016-0018.1 **Sponsors** Dunn

A MOTION relating to the King County Metro Strategic Plan for Public Transportation 2011-2021 and the King County Metro Service Guidelines, and accepting the King County Metro Transit Access to Transit Phase 2 Report.

WHEREAS, in July 2011 via Ordinance 17143, the King County council adopted the King County Metro Strategic Plan for Public Transportation 2011-2021 and the King County Metro Service Guidelines, and

WHEREAS, the strategic plan and the service guidelines were to follow the recommendations of the regional transit task force regarding the policy framework for the Metro transit system, and

WHEREAS, in August 2013, Ordinance 17143, Section 4, was amended by Ordinance 17641, and

WHEREAS, Ordinance 17641, Section 3.A.1, specified that a work plan to identify potential updates to the strategic plan related to park and rides and other infrastructure supporting access to transit be transmitted by December 31, 2013, and

WHEREAS, on March 3, 2014, via Motion 14089, the council accepted the King County Metro Transit Access to Transit Study Work Plan ("the work plan"), and

WHEREAS, the work plan describes a phased approach over two years, with the phase 1 report due on December 31, 2014, addressing:

"1. the role of park and rides and other community infrastructure related to access to transit; and

2. industry best practices and innovative approaches to improve access to transit capacity including but not limited to parking management, technology, non-motorized corridors, and transportation demand management," and

WHEREAS, on March 2, 2015, via Motion 14319, the council accepted the King County Metro Transit Access to Transit Phase 1 Report, and

WHEREAS, as required by Motion 14319, by July 1, 2015 Metro and the executive transmitted a report summarizing the results of Task A.1 (defining "access") and Task A.3 (compiling information on current access to transit habits) identified in the work plan, and

WHEREAS, the work plan calls for a phase 2 report to be completed by December 31, 2015, addressing:

"1. options for regional needs reporting and funding of access to transit infrastructure; and

2. model policy language that supports access to transit through transit-oriented communities and infrastructure; and

3. potential updates to the Strategic Plan for Public Transportation and Metro Service Guidelines to clarify the role, measurement and funding of access to transit as they relate to the King County Metro transit system," and

WHEREAS, Metro has compiled this information and the executive has transmitted the King County Metro Transit Access to Transit Phase 2 Report set forth as Attachment A to this motion to the council and to the regional transit committee;

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

The King County council hereby accepts the King County Metro Transit Access to Transit Phase 2 Report, Attachment A to this motion.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

_____

J. Joseph McDermott, Chair

ATTEST:

_____

Anne Noris, Clerk of the Council

APPROVED this _____ day of _____, _____.

_____

Dow Constantine, County Executive

Attachments: A. Acces to Transit Phase 2 Report

[Blank Page]

King County Metro Transit

Access to Transit Phase 2 Report

December 2015

Prepared for:
King County Council

Prepared by:

Department of Transportation
Metro Transit Division
Strategy and Performance
King Street Center, KSC-TR-0415
201 S Jackson St.
Seattle, WA 98104
www.kingcounty.gov/metro

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

CONTENTS

EXECUTIVE SUMMARY **1**

INTRODUCTION **4**

SECTION ONE: FINDINGS AND NEXT STEPS **6**

SECTION TWO: RESEARCH OVERVIEW **16**

I. Measures and reporting 16

II. Funding options 26

III. System access policies and practices 31

IV. Transit parking policies and practices 36

V. Transit-oriented development (TOD) 47

REFERENCES **55**

APPENDICES **58**

Appendix A: Ordinance requiring Access to Transit 59

Appendix B: Proposed changes to the Strategic Plan related to access to transit 65

Executive summary

Metro's customers reach transit service in a variety of ways, such as walking, biking, taking connecting transit or paratransit services, riding in a car and being dropped off, or driving to a park-and-ride. The predominant modes differ in the various urban, suburban and rural communities Metro serves, reflecting the surrounding environment, land use and the local transportation network.

Customers' ability to use these modes is affected by their proximity to transit, the quality of walking and biking pathways, space available at park-and-rides, and the type and frequency of transit service provided at the access point.

To better understand how people get to our services and how they get from our services to their final destinations, Metro conducted a two-year Access to Transit Study. This study considered infrastructure that provides access, how access needs are reported and funded, and regional coordination and policies.

The results of the study are presented in three separate reports:

1. **Phase 1**: The first report reviewed the different modes used to access transit and the infrastructure that supports them, what some agencies are doing to guide and improve transit access planning, and what approaches agencies are considering or have implemented to improve access to transit.

2. **July 2015 report**: A second report provided information about how access to transit is defined, actions Metro is taking or planning regarding access, how other agencies address access to transit, and how people access transit in King County.

3. **Phase 2**: This report is the final step of the two-year process. It reflects what we have heard and what we have learned, and specifically looks at needs reporting, funding, policies and regional coordination. It also recommends next steps for Metro to take to improve transit access around the region. Our findings and next steps are summarized in Section One. A more detailed discussion of our review of measures and reporting, funding, and policies and practices related to system access, transit parking and transit-oriented development is in Section Two.

While the study process has concluded, Metro will continue to improve access to transit by acting on the findings. The study will inform proposed updates to the Strategic Plan for Public Transportation and Service Guidelines, provide input to Metro's long-range plan, and influence our ongoing work on nonmotorized access and transit parking.

What we've heard

Over the past two years, Metro worked closely with regional partners and stakeholders as we conducted this study. We clearly heard from our stakeholders that:

1. Many park-and-rides around the region are overcrowded.

2. Biking and walking infrastructure connecting to transit is inadequate in various places around the county.

3. Transit-to-transit and other last-mile connections are important, especially as the regional transit network grows.

4. Working with jurisdictions and other agencies is critical to improving access, and Metro needs to take a leadership role.

5. Metro's measures and reporting do not fully capture the multiple facets of transit access or identify a clear path to address them.

What we've learned and what we're doing

Our findings are based on reviews of agency best practices and conversations with jurisdiction representatives. Highlights of our findings:

I. Measures and reporting

Metro could expand on our existing measures and data collection to more fully assess the opportunities for all people to access public transportation and to identify opportunities for improving access.

Actions:

- Metro is proposing modified and new measures as part of the updates to the strategic plan.
- Metro is developing new tools and initiating expanded data collection to better understand access barriers and identify steps for improvement. We will need resources to support these expanded data tools and data collection efforts.

II. Funding

A major portion of Metro's capital program is dedicated to fleet purchases and ongoing maintenance and operation of existing facilities. Major new investments in access to transit projects will require both additional dedicated funding and partnerships with other agencies, local jurisdictions and the private sector. An investment strategy will be required to identify and prioritize the most effective projects. As mentioned above, Metro plans to develop new tools and expanded data collection to help evaluate opportunities for access improvements.

Actions:

- Metro will continue to work with partners to identify financial partnership opportunities, grants and other resources to implement new capital infrastructure and programs to enhance transit access.
- Metro will seek opportunities to further develop and apply tools and resources to evaluate access to transit needs and identify and prioritize projects.
- Metro will begin to identify investment priorities through the development of its long-range plan and during the 2017-2018 budget process.

III. Policies and practices

Bike and pedestrian. A multimodal approach to providing and enhancing access to transit is important. Good transit access by all modes is essential to supporting ridership and making

transit more attractive and convenient. While all modes have a role, many agencies prioritize improvements that will do the most to increase ridership at the lowest cost.

Actions:

- Metro will develop policy language in the long-range plan to guide Metro's multimodal approach to transit access improvements.
- Metro will work collaboratively with local jurisdictions, other agencies, private organizations and others to work to improve bike and pedestrian connections to transit. Metro's focus will be in the transit service and transit stop element of these connections.

Transit parking. Transit parking is an important access mode and many agencies provide park-and-ride or other parking as a means of access to transit. Many agencies and cities are working to find strategies for responding to parking demand that use resources efficiently, are affordable, and are consistent with smart-growth plans adopted by cities.

Actions:

- Metro will work collaboratively with local jurisdictions, other agencies, private organizations and others to attempt to respond to demand for transit parking by better managing our resources and providing more supply where warranted.

Transit-oriented development (TOD). Transit-oriented development can increase access to transit by promoting walkable, compact communities and providing affordable housing near transit. It can help increase, maintain or decrease parking, depending on the community vision.

Actions:

- Metro will encourage and pursue transit-oriented development (TOD) opportunities with cities, other transit agencies and private developers.

Safety and security. Agency programs that promote safety and security are critical as people are more likely to utilize facilities where they feel safe.

Action

- Metro will continue to promote safe and secure access to transit and seek opportunities to collaborate with jurisdictions to make improvements.

IV. Regional coordination

Transit access is a regional issue, especially in the Puget Sound area where different agencies and jurisdictions own, and often share, access infrastructure. Metro will need to work closely with other agencies and jurisdictions to plan, design, fund, build and maintain an integrated transit system with good access.

Action

- Metro will continue to plan and coordinate with regional players who have a role in access to transit issues, including Sound Transit, the Washington State Department of Transportation, the Puget Sound Regional Council, and other agencies and jurisdictions.

Introduction

This is the third and final report of King County Metro's two-year Access to Transit Study required by King County Ordinance 17641, Section 3. This study is a first step in Metro's continuing work to improve access to transit.

Per Ordinance 17641, section 3A, the Access to Transit Study addresses:

a. the role of park-and-rides and other community infrastructure related to access to transit;
b. industry best practices and innovative approaches to improve access to transit capacity including but not limited to parking management, technology, nonmotorized corridors, and transportation demand management;
c. options for regional needs reporting and funding of access to transit infrastructure;
d. model policy language that supports access to transit through transit-oriented communities and infrastructure; and
e. potential updates to the Strategic Plan for Public Transportation and Metro Service Guidelines to clarify the role, measurement and funding of access to transit as they relate to the King County Metro transit system.

For the full text of the ordinance, please see Appendix A.

The results of the study are presented in three separate reports:

1. **Phase 1**: This report, transmitted in December 2014, reviewed the different modes used to access transit and the infrastructure that supports them, what some agencies are doing to guide and improve transit access planning, and what approaches agencies are considering or have implemented to improve access to transit.

2. **July 2015 report**: This second report provided information about how access to transit is defined, actions Metro is taking or planning regarding access, how other agencies address access to transit, and how people access transit in King County.

3. **Phase 2**: This report is the final step of the two-year process. It specifically looks at needs reporting, funding, policies and regional coordination (items c, d and e). It discusses transit parking and transit-oriented development as well as recommendations for updates to Metro's Strategic Plan for Public Transportation. It also recommends next steps for Metro to take to improve transit access around the region.

Coordination with other agencies

- Metro coordinated its transit access study with other efforts in the region. Sound Transit and WSDOT recently completed studies that explored park-and-ride management strategies. Metro partnered with Sound Transit to develop a tool that helps identify and prioritize access improvements for nonmotorized modes.

- The Puget Sound Regional Council (PSRC) is continuing its transit access assessment and the work of the Regional Transit Access Working Group in which Metro has been an

active participant. This working group includes representatives of transit and transportation agencies and local jurisdictions in the Puget Sound region. Participation in this group has enabled Metro to track and coordinate with the other transit access-related studies underway in the region, as well as maintain contact with jurisdictions on transit access issues.

- Metro convened a subgroup of King County members of the Transit Access Working Group to help provide input into Metro's study process.

- King County is participating in the Regional Parking Management Working group that was formed in May 2015 to provide input on Sound Transit's permit parking program design. The working group has also developed regional parking management best practices and opportunities for collaboration between transit agencies.

- Metro is coordinating closely with Sound Transit, other transit agencies and jurisdictions on long-range planning, including system access issues. Metro is also working with the King County Department of Natural Resources and Parks to enhance connections between the regional trail system and transit.

Report organization

This report is broken into two sections, with the first section presenting the findings and recommended next steps. The second section provides a detailed discussion of the five research areas defined in the ordinance that required this study.

Section One

Findings and next steps

Section Two

1. Measures and reporting
2. Funding
3. System access policies and practices
4. Transit parking policies and practices
5. Transit-oriented development policies and practices

References

Appendices

A. Ordinance requiring Access to Transit report
B. Proposed changes to the Strategic Plan for Public Transportation related to access to transit.

Section One: Findings and next steps

This report reflects what we heard and learned in the past two years. It discusses what Metro can do to better assess our customers' access to transit, identify areas where improvements are needed, and take steps to enhance access.

What we heard

Over the past two years, Metro worked closely with regional partners and stakeholders as we conducted this study. We clearly heard from our stakeholders that:

1. Many park-and-rides around the region are overcrowded.
2. Biking and walking infrastructure connecting to transit is inadequate in various places around the county.
3. Transit-to-transit and other last-mile connections are important, especially as the regional transit network grows.
4. Working with jurisdictions and other agencies is critical to improving access, and Metro needs to take a leadership role.
5. Metro's measures and reporting do not fully capture the multiple facets of transit access or identify a clear path to address them.

What we learned

Our findings are based on review of industry research, agency best practices and talking with jurisdictions. We conducted literature review, interviews with other agencies and discussions with stakeholders. This section highlights what we learned.

I. Measures and reporting

Access to transit depends on many factors. Metro currently collects data on commonly tracked measures such as service coverage and park-and-ride utilization. Metro could modify and add measures and data points that build on what Metro currently tracks to more fully assess the public's access to our transit system and identify opportunities for improving access. Metro is currently developing new tools for assessing and some of these measures could be included in our annual Strategic Plan Progress Report. Others could supplement our data to provide a better understanding of barriers to access and areas for improvement. This information can help guide action, identify projects and prioritize investments.

Key considerations

- Data and information provide a better understanding of what and where the barriers are to transit access, and can suggest opportunities for improvement.
- A number of agencies assess transit coverage by considering distance from transit, with some specifically considering distance from frequent service.
- Park-and-ride utilization data helps identify both high-demand lots and low-use lots. A number of agencies identify low-use lots and take steps to improve their usage. The time of day that lots fill up and where users come from are also valuable pieces of information.

- Some industry research has looked at how far people travel to park-and-rides, but the results vary considerably based on the surrounding land use, accessibility of the lot, the type of transit service available and other factors.
- Emerging tools that Metro and other agencies are developing will enable more in-depth analysis focused on specific access modes or locations. Such analysis will help us better understand issues and plan capital projects.

II. Funding

Access to transit frequently relies on capital infrastructure. Metro's capital program places high priority on funding to support a state of good repair and ongoing operations and maintenance associated with major capital projects. Metro makes ongoing investments in infrastructure and facilities through its capital program and grants, but major new investments will likely require partnerships with other agencies, local jurisdictions, and the private sector. Identification and prioritization of projects are critical steps in the funding and implementation process.

Key considerations

- Major capital projects require large investments to build and also require ongoing operations and maintenance costs.
- Agencies prioritize capital funding to support state of good repair and ongoing operations and maintenance associated with major capital projects.
- Major capital infrastructure investments rely on collaboration and partnerships, not only for funding but also for planning, design, and implementation.
- Grant funding plays a major funding role, but can be unpredictable. Additionally, grants generally do not fund ongoing operations and maintenance needs.
- Some agencies that charge for parking are able to raise revenue for investment in access improvements.
- Funding is also important to ensure resources for data collection, research, and analysis.
- Tools that demonstrate the benefits of a project help agencies prioritize and advocate for project funding.

III. Policies and practices

In our review of transit agencies' policies and business practices for improving access to transit, we found a number of common themes:

Bike and Pedestrian. Many agencies have policies, plans and guidelines that acknowledge the importance of all modes of access in supporting ridership, and making transit more convenient and attractive. Generally these policies strive for balance among the modes and establish a priority framework for access investments, with priority given to improvements that will do most to increase ridership at the lowest cost. Generally that means that pedestrian access is seen as the highest priority, followed by biking and transit connections with provision for single-occupancy vehicles when other modes have been considered.

Key considerations

- Many agencies have established explicit access strategies, policies and guidelines
- Many agencies are developing multimodal approaches to access with an increasing emphasis on modes that rely on low cost investments
- Many agencies have a stated prioritization approach or hierarchy of investments that usually ranges from pedestrian as highest priority/lowest cost to vehicle access and parking/highest cost, as shown in Figure 1.

FIGURE 1: EXAMPLE ACCESS HIERARCHY (CHICAGO RTA)

Transit parking. Transit parking is an important access mode and the majority of agencies we reviewed provide parking as a means of access to transit. Available parking can divert drivers from the region's road system and can provide opportunities for customers to use transit who may not be able to access it by other modes.

Overcrowded parking is a common problem however and park-and-rides are expensive to build and have other tradeoffs. Many agencies and cities are working to find strategies for responding to parking demand that use resources efficiently, are affordable, and are consistent with smart-growth plans adopted by cities.

Key considerations

- Transit parking is one piece of a multimodal approach to providing access to transit.
- Park-and-rides provide access to transit for people who live beyond a reasonable walking distance or are unable to use other access modes.
- Transit agencies are pursuing strategies to make transit parking as efficient as possible, such as encouraging the most number of riders per parking space.
- Effective management strategies include pricing, shared parking, multimodal facility design, and transportation demand management.
- Parking policies and approaches should consider local characteristics and consider the cost per rider when evaluating station access options.
- Many agencies prioritize improvements that do the most to increase ridership at the lowest cost, taking into account both operating and capital expenses, land values, and the opportunity costs of foregone joint development.

Transit-oriented development (TOD). Transit-oriented development can increase access to transit by promoting walkable, compact communities as well as affordable housing. TOD can also be a mechanism to increase or supplement transit parking. Transit agencies can often use opportunities to redevelop property, such as park-and-rides, to create mixed-use spaces while

preserving or increasing transit parking. TOD can also be used to increase emphasis on the walk/bike environment and decrease reliance on private vehicles, if that is the community vision.

Key considerations

- Transit-oriented development can increase access to transit by promoting walkable, compact communities—as well as affordable housing. See text box to the right for more information.
- TOD can be used to increase, maintain or decrease transit parking supply, depending on the goals of the project.
- Transit agencies' typical goals for TOD include to increase ridership, promote sustainable and affordable communities, generate funding for transit, enhance transit assets, and reduce vehicle mode share.
- Transit-oriented development can be a valuable option for underutilized park-and-rides as well as surplus properties.

Transit-oriented development and affordable housing

Access to safe and affordable housing is one of King County's determinants of equity, which measure whether King County is progressing towards creating fair and just communities. Unstable housing creates high levels of stress and contributes to other issues, such as trouble finding and keeping jobs and homelessness. Nearly half of the households that rent in King County report paying more than one-third of their income for housing costs.

Transportation costs are second only to housing costs for the average family, with people spending about 32 percent of their income on housing and 19 percent of their income on transportation. Low income households often seek housing in areas outside of cities because it is more affordable, but that affordability is often counterbalanced by higher transportation costs. Transit-oriented development can address both issues by including affordable housing in mixed-use areas that are well-served by transit.

Safety and security. Agency programs that promote safety and security are critical as people are more likely to utilize facilities where they feel safe.

Key considerations

- A safe and attractive walking environment is critical to enhancing the pedestrian experience.
- Jurisdictions are potential partners in addressing safety issues.

IV. Regional coordination

Transit access is a regional issue, especially in the Puget Sound area where different agencies and jurisdictions own, and often share, access infrastructure. Agencies and jurisdictions will need to work together to plan, design, fund, build and maintain an integrated transit system with good access.

Key considerations

- It is essential to coordinate system access planning and program efforts as agencies and jurisdictions develop plans and consider options to improve transit access with limited resources.

Recommended next steps

Based on these findings, Metro proposes to pursue the following steps to enhance access to transit and increase ridership. The steps focus on these areas: measures and reporting, policies and practices, and regional coordination. Funding is an underlying issue which is incorporated throughout. Access for persons with disabilities is implicit in all access considerations.

I. Measures and reporting

1. **Modifications to measures:** As part of the 2015 update of the Strategic Plan for Public Transportation, Metro will strengthen and clarify the access to transit measures we use.
    a. Revise and add metrics that will be reported on annually to better track the multiple facets of access and provide information to support Metro's planning and implementation of access improvements. Specifically: modify metrics to address service coverage, availability of transit service, bike access, park-and-ride utilization, and general transit mobility. See Figure 3 on page 15 for descriptions of the measures proposed in the 2015 update to the Strategic Plan for Public Transportation, and see Appendix B for the full text of the changes.

II. Funding

2. **Partnerships and grants:** Metro will continue to work with partners and seek grant opportunities to fund capital projects and practices to enhance transit access.
3. **Internal and partner agency resources**: Metro will seek opportunities through internal resources and partnerships to further develop and apply tools to measure access and identify and prioritize access improvements.

III. Policies and practices

4. **Policy framework changes**: Metro will strengthen and clarify its guiding framework regarding access to transit through the 2015 strategic plan update and the adoption of the long-range plan.
    a. Propose the following changes related to access to transit as part of the 2015 update of Metro's Strategic Plan for Public Transportation and Service Guidelines:
        - **Access related strategies**. Revise and add strategies to strengthen language related to parking demand, security at park-and-rides, nonmotorized access, and transit-oriented development. See Figure 2 on page 14 for a summary of suggested strategic plan updates related to access to transit and Appendix B for the full text for the changes related to access to transit.
        - **Definition of access**. Incorporate a definition of access to transit into the objective language.

- **Corridor analysis**. Add park-and-ride stalls as a factor considered in calculating target service levels for corridors (a recommendation of the Service Guidelines Task Force).

b. Establish policy guidance in Metro's long-range plan, including a vision for transit parking and nonmotorized access in the future network, to guide steps toward achieving access goals.

5. **Bike and pedestrian connections:** Metro will work collaboratively with local jurisdictions, other agencies, private organizations and others to work to improve bike and pedestrian connections to transit.

   Steps could include but are not limited to:

   a. Continue efforts to improve bike and pedestrian facilities at major transit hubs and park-and-rides and along transit corridors.
   b. Encourage and work with jurisdictions and other agencies to improve bike and pedestrian infrastructure, including connections between the regional trail system and transit.
   c. Pursue grant and other funding opportunities to fund active transportation infrastructure and programs.
   d. Strengthen Metro's active transportation practices. Steps could include reviewing capital investments, operational policies and business practices to systematically incorporate nonmotorized access into planning, programs and implementation.

6. **Transit parking:** Metro will work collaboratively with local jurisdictions, other agencies, private organizations and others to attempt to respond to demand for transit parking.

   Steps could include but are not limited to:

   a. Pursue opportunities to increase parking supply, such as leasing additional lots, sharing parking lots, or creating new parking where warranted by demand and supported by available resources.
   b. More comprehensively manage our existing parking resources and maximize their benefits through an expanded parking program.
      - Identify strategies to make more efficient use of existing parking; consider a range of management approaches including parking permits, parking charges, and technology such as real time parking availability signs.
      - Explore opportunities to increase access to park-and-rides through other modes including active transportation, private shuttles, improved local transit and other last mile connections.
      - Consider opportunities to support our vanpool and carpool customers while shifting parking demand away from the most highly used park-and-rides.
      - Expand our performance management system for parking; regularly review underutilized park-and-ride lots and strive to increase their efficiency.

- Use information gathered for identified metrics and regular data collection to describe the extent and quality of public access to the Metro system and identify needs for improvement.
- Continue to work with jurisdictions to implement on- and off-street parking policies to support transit parking objectives.
- Explore opportunities to restripe park-and-rides to create more spaces.

c. Continue to pursue grant and other funding opportunities to support infrastructure and programs that increase access to transit.

d. Through Metro's long range plan, consider how many stalls would be appropriate to support a future service network and identify the types of areas where park-and-ride investment would be appropriate.

7. **Transit-oriented development:** Metro will seek opportunities to improve access to transit, promote walkable communities and increase affordable housing by pursuing transit-oriented development (TOD) opportunities with cities, other transit agencies and private developers.

   a. Develop a framework for assessing the potential for TOD in projects to expand, maintain or surplus park-and-rides.

   b. Seek partnership opportunities and pursue grants to implement TOD.

   c. Identify potential TOD locations.

8. **Safety and security:** Metro will continue to promote safe and secure access to transit.

   a. Continue to improve wayfinding and customer information.

   b. Coordinate with local jurisdictions to respond to safety concerns. Particular actions might include:

      - Illuminate walkways and waiting areas.
      - Work together to identify locations where incidents are concentrated and allocate resources to those areas.

IV. Regional coordination

9. **Continued regional coordination:** Metro will continue to plan and coordinate with regional players who have an interest in access to transit issues, including Sound Transit, WSDOT, PSRC and other agencies and jurisdictions.

   Steps could include but are not limited to:

   a. Continue to participate in PSRC's ongoing Regional Transit Access Assessment and the Vision 2040 update.

      - Contribute to the development of a transit access toolkit that will inform access improvements in a given environment.
      - Identify relevant access-related policy and funding needs to incorporate into the next update of Transportation 2040.

b. Continue to work with Sound Transit, the Washington State Department of Transportation and other agencies to help shape a regional approach to transit parking management.
c. Work closely with Sound Transit in the implementation of ST2 and development of ST3, to coordinate access planning for all modes, ensure strong intermodal connections and supporting facilities, and seek TOD opportunities.
d. Continue coordination with transit agency partners and jurisdictions in the development of Metro's long range plan.
e. Continue collaboration with the King County Department of Natural Resources and Parks to improve connections between the regional trail system and transit.

FIGURE 2: STRATEGIC PLAN UPDATES

Metro is in the process of updating its Strategic Plan for Public Transportation and Service Guidelines. Based on findings of the Access to Transit study, the proposed plan update includes changes to strategies and performance measures regarding access to transit, transit parking, bicycle and pedestrian access, transit-oriented development and performance measures. This section summarizes those changes specifically related to access to transit. The full text of these specific changes is in Appendix B. There are additional changes in the proposed Strategic Plan and Service Guidelines update that are not discussed in this report.

Definition of access to transit

Language to further define access to transit has been added to objective 3.2.

Strategy changes related to access to transit

Several changes to the strategies are suggested for the update to the strategic plan, which was transmitted to Council on December 15, 2015. These include:

1. Modify strategies 3.2.2, 3.2.3, 3.3.1, and 3.3.2 to better characterize how Metro will value park-and-rides and all types of access to transit.
2. Modify strategies 3.2.2 and 3.2.3, and add strategy 3.2.4, to address how Metro will facilitate convenient and safe access to transit by all modes.

Additional annual measures

Metro recommends including additional measures as part of its annual reporting to present a fuller understanding of the components of access. As noted in the July report, access depends on many factors including the quality and ease of connection by different modes, the surrounding land use, the safety and directness of the surrounding street and sidewalk network and the availability of service at the access point.

The measures Metro currently use is:

- Population and jobs ¼-mile from bus stop or 2 miles from a park-and-ride based on the actual network
- Park-and-ride utilization

These measures do not capture all of the aspects of access and overstate access at park-and-rides.

Proposed measures – an access to transit snapshot

To address the shortcomings of the existing measures, Metro proposes to modify and add measures to the annual reporting process, as part of the update to the strategic plan. With the proposed changes, the combination of existing, modified and new measures would provide an access to transit snapshot, as shown in Figure 3 on the following page.

FIGURE 3: ACCESS TO TRANSIT SNAPSHOT BASED ON MEASURES FROM THE STRATEGIC PLAN UPDATE

Value	Measure	Rationale
Walk access	• Population (total, low income, minority) and jobs within walking distance of bus stops, (similar to existing)*	This is a standard measure that reflects the general reach of transit. It helps Metro monitor equitable opportunity for all people to access public transportation. It was modified to remove the park-and-ride component because that was potentially misrepresenting the coverage of transit.
Availability of service	• Population (total, low income, minority)and jobs within walking distance of frequent service(new) • Households within specific ranges of distance from frequent service (new).	The first measure is proposed to reflect access to frequent service, which provides greater certainty of service availability and convenience. The second measure will essentially be a map of 'access zones,' based on different distances from frequent service.
Bike access	• Bike locker parking capacity and utilization (including number of locations with bike lockers) (new).	This measure reflects the availability of bike infrastructure. Secure bike parking at stops and stations is seen as one important element of bike access.
Park and rides	• Park-and-ride capacity and utilization (existing) • Park-and-ride capacity and utilization at lots with frequent service (new).	Metro regularly tracks the capacity and use of all park-and-rides in King County. Metro proposes to continue tracking utilization and also highlight lots that are served by frequent service.
Accessibility	• Average number of jobs and households accessible within 30 minutes countywide (total population, low-income population, minority population) (new). • Average number of jobs and households accessible within 30 minutes from regional growth centers, manufacturing/industrial centers, and transit activity centers (new).	Metro is developing a new tool that provides information on how well various areas of King County are served by transit. These measures reflects the effectiveness of a total transit trip, including getting to transit initially, the travel time and the connection from transit to the final destination. They measure what can be accessed via transit within a given time from a given location.

*this measure was modified slightly to focus on walk access; the park-and-ride component was removed

Section Two: Research Overview

I. Measures and reporting

Customers' ability to access transit depends on many factors. Through conversations with our stakeholders, we have heard that Metro should expand its measures and reporting to more fully capture the multiple facets of transit access and identify a clear path to improvement.

Metro currently tracks the number of jobs and people within a quarter-mile of a bus stop or within two miles of a park-and-ride. When considering people, Metro considers the total population as well as low income and minority populations. Metro also tracks park-and-ride capacity utilization at all 130 park-and-ride lots in King County in a quarterly utilization report, including lots owned and leased by King County, the Washington State Department of Transportation, and Sound Transit.

Additional aspects of transit access affect the effectiveness and convenience of transit. These include the availability of service at the access point, the quality of the walk and bike environment, and the availability of parking spaces and the transit services customers want at park-and-rides.

Metro conducted a literature review to learn what other transit agencies do to measure and report on access. This section provides findings from this research in order to suggest additional measures and tools that Metro could consider. It also describes some recent data collection efforts that Metro has undertaken.

Common system measures

Transit agencies across the country use different ways to measure system access (defined in text box to the right). Based on an overview, some of the most commonly used measures track service coverage and park-and-ride access and utilization. An emerging system level measure is accessibility.

Access to transit can be broken down into four aspects:

- The quality and ease of the connection, including the infrastructure, amenities and technology that the rider uses to connect to transit service.
- The mode the rider uses to connect to transit service, such as walking, biking and driving.
- The environment where the access point is located, including land use and the street and sidewalk network.
- The type of service the rider wants to connect to.

Service coverage

"Service coverage" measures the extent to which the defined service area is being served. How far people have to travel to reach transit affects the convenience and attractiveness of the service. It also affects what type of mode people might use to access transit, if they use transit. For example, research suggests that people will generally walk between a quarter-mile and half-mile to transit, depending on terrain and frequency of service. If people live farther than a comfortable walk distance from transit, they will likely need to bike, drive, or get a ride to reach transit. A bike shed is

considered to be a radius of three miles.

Metro's current measure of the number of people and jobs within a quarter-mile of a bus stop is similar to how many agencies measure service coverage. What some other agencies do differently than Metro is add a component that measures access to frequent service. For example, Southeastern Pennsylvania Transit Authority defines an area as "served" if a stop is a half mile away with 60-minute service, but an area is "well-served" if a stop is not more than a quarter mile away with a minimum of 30-minute service. Denver tracks the percent of regional destinations that are within a half-mile of transit stations and a quarter-mile of bus stops served by high-frequency transit. By monitoring this over time, Denver has been able to report that its bus expansion program is providing more people with access to more places.

Park-and-ride utilization

Metro explored options to capture park-and-ride access. We recognize that our current measure of population within two miles of a park-and-ride does not reflect the availability of parking, nor does it necessarily reflect the true draw area of any given park-and-ride lot.

The Transit Capacity and Quality of Service Manual acknowledges that there is not really a standard park-and-ride draw area that can be applied to all systems because the characteristics of metropolitan areas differ[1]. It has been observed that park-and-ride users usually come from upstream of the lot. Some studies have also shown that about 50 percent of the park-and-ride users in suburban lots traveled three miles[2] or less. The area served by a park-and-ride lot varies considerably, however depending on the type of service available, the surrounding land uses, congestion on nearby roadways and other factors, making it hard to set an accurate draw area. It has also been shown that a large portion of users come from much further away—often up to 10 miles upstream of the lot.

A measure we found commonly used was park-and-ride utilization—the number of spaces used compared to the number available. Park-and-ride utilization was tracked both to identify high demand lots as well as define low-use lots. The Massachusetts Bay Transportation Authority (MBTA) and Massachusetts Department of Transportation (Mass DOT), for example, define a lot that has 85 percent or higher usage as "full." They also consider lots that are less than half full as underutilized[3]. The Florida Department of Transportation's Transit Office has published a comprehensive manual, the *Florida Department of Transportation State Park-And-Ride Guide*[4], that details numerous performance measures for park-and-rides, analysis methods, location criteria, effectiveness measures, and corrective measures for underutilized park-and-rides. Metro's quarterly park-and-ride utilization report[5] is in line with what many agencies do.

---

[1] See, the Transit Capacity and Quality of Service Manuel, 3rd Edition, here: http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp_rpt_165ch-04.pdf

[2] Ibid, p. 3-43

[3] See, Boston Region MPO's Performance Measures, here: http://bostonmpo.org/Drupal/data/html/programs/cmp/Report/CMP_Report_Ch_3_Performance_Measures.html

[4] See FDOT's State Park-and-ride Guide, here: http://www.dot.state.fl.us/transit/Pages/FinalParkandRideGuide20120601.pdf

[5] See King County Metro Park & Ride Usage: http://metro.kingcounty.gov/am/accountability/park-ride-usage.html

Some agencies we reviewed use the identification of underutilized lots as a prompt for action. Washington Metro (WMATA) and Metro Minneapolis-St. Paul have both taken steps to improve utilization at underused lots through service adjustments and marketing. Section IV, Transit Parking policies and practices, goes into more detail.

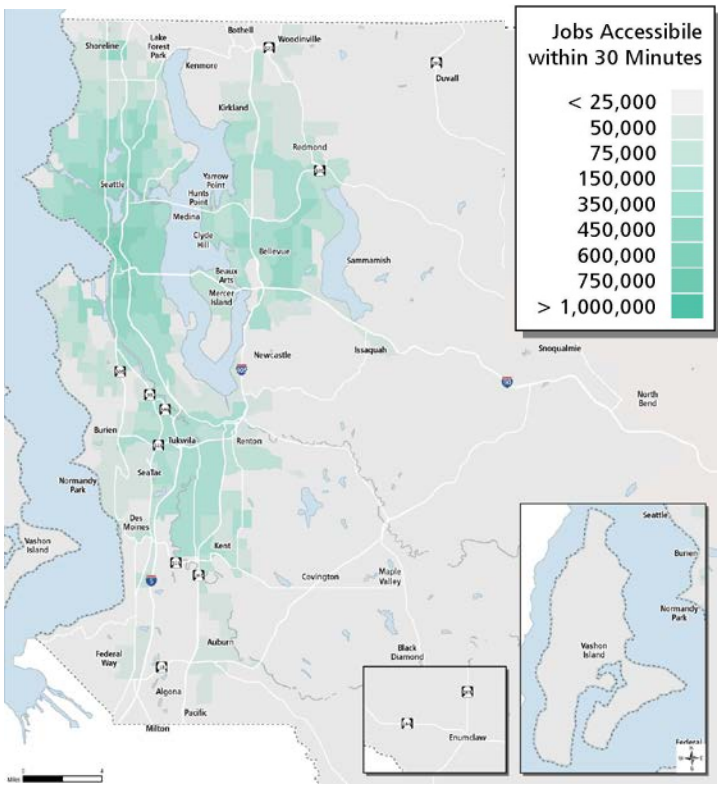
MBTA/MassDOT also track park-and-ride lot "fill rates," or what time lots fill up. They consider a lot to be over capacity if it fills up before the departure of the last morning peak-period train[6]. As part of their recent studies, Sound Transit and WSDOT collected data on fill rates at some of the most crowded park-and-rides in our region. Metro also just finished a fill-rate study of some of our most crowded lots.

Accessibility

An emerging performance measure is "transit accessibility," which evaluates the number of destinations people can reach by transit. Transit accessibility can evaluate a variety of destinations including jobs, healthcare facilities, parks, schools, and social services. It explores an overall trip, incorporating access to transit as well as the service component in describing a total trip. Metro is proposing to add accessibility performance measures in our update to the Strategic Plan for Public Transportation, and to consider accessibility in our long-range planning.

Figure 4 is an example of a map that depicts the accessibility of jobs within a 30-minute transit trip during the morning commute period. The shading indicates the number of jobs accessible within 30 minutes, with the darker shading representing areas from which more jobs can be reached by transit.

FIGURE 4: TRANSIT EMPLOYMENT MOBILITY AM



[6] See, Boston Region MPO's Performance Measures, here: http://bostonmpo.org/Drupal/data/html/programs/cmp/Report/CMP_Report_Ch_3_Performance_Measures.html

Assessing needs and identifying projects: examples

The system measures discussed above are general indicators of access. A more thorough understanding of barriers to access and opportunities for improvement would require further analysis and assessment. Such efforts often require collection of more data than the annual system-level measures, but provide more detailed information.

This section describes examples of methodologies and tools that different agencies have used to assess and identify access needs. These tools can also help prioritize which investments are likely to have more benefit.

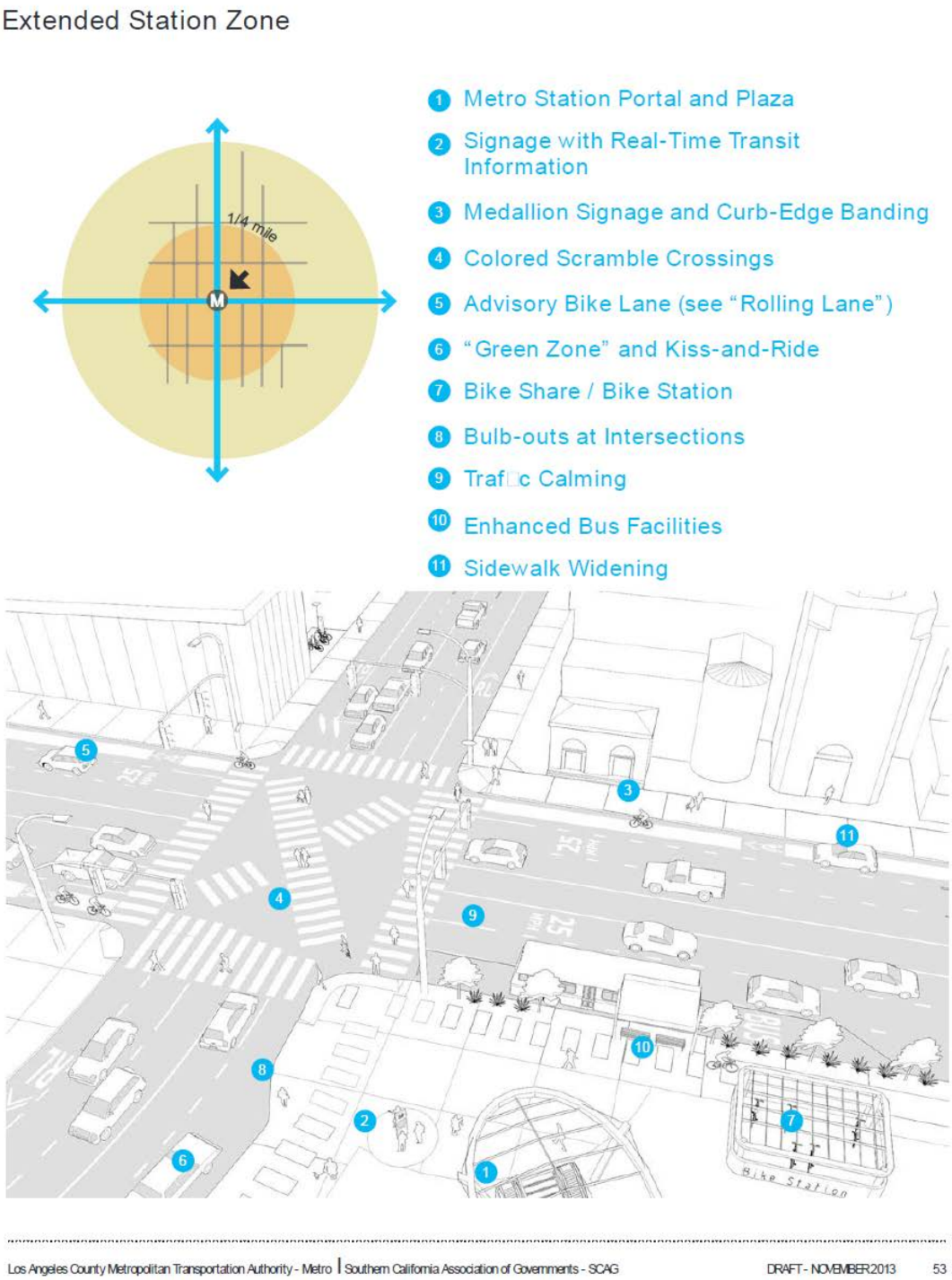
Example 1: Identifying pedestrian improvements: TriMet in Portland conducted a Pedestrian Network Analysis Project[7] to develop an objective, data-driven system for prioritizing places around the region where pedestrian infrastructure investments will provide safer, more comfortable access to transit. The study was designed to: prioritize safety, cost-effectively provide service, foster environmental stewardship and create great places. The study analyzed 7,000 transit stops to identify areas with high levels of need and opportunity. This project enabled TriMet to identify necessary improvements, communicate priorities, and make investments that provide better pedestrian access.

Example 2: Considering how to get people to transit or their destination: The First Last Mile Strategic Plan: Path Planning Guidelines (2013)[8] from Los Angeles County Metropolitan Transportation Authority (Metro) and the Southern California Association of Governments (SCAG) seeks to identify first- and last-mile gaps in transit service and how to address them. Mentioned briefly in the Phase 1 report, the First Last Mile Strategic plan lays out a strategic approach to assessing and identifying barriers at specific stations. With the goal to expand the reach of transit through infrastructure improvements and maximize multimodal benefits, the plan outlines a specific infrastructure improvement strategy to facilitate easy, safe and efficient access to the Metro system. It includes tools and a checklist that can be used to analyze an access shed, and suggests specific investments to improve stations. Figure 5, on the following page, illustrates this strategic approach.

[7] See, TriMet's Pedestrian Network Analysis, here: https://trimet.org/pdfs/about/trimet-pedestrian-network-analysis-report.pdf

[8] See, LA Metro's First Last Mile Strategic Plan, here: https://www.planning.org/awards/2015/pdf/FirstLastPlan.pdf

FIGURE 5: PUTTING IT TOGETHER ILLUSTRATION



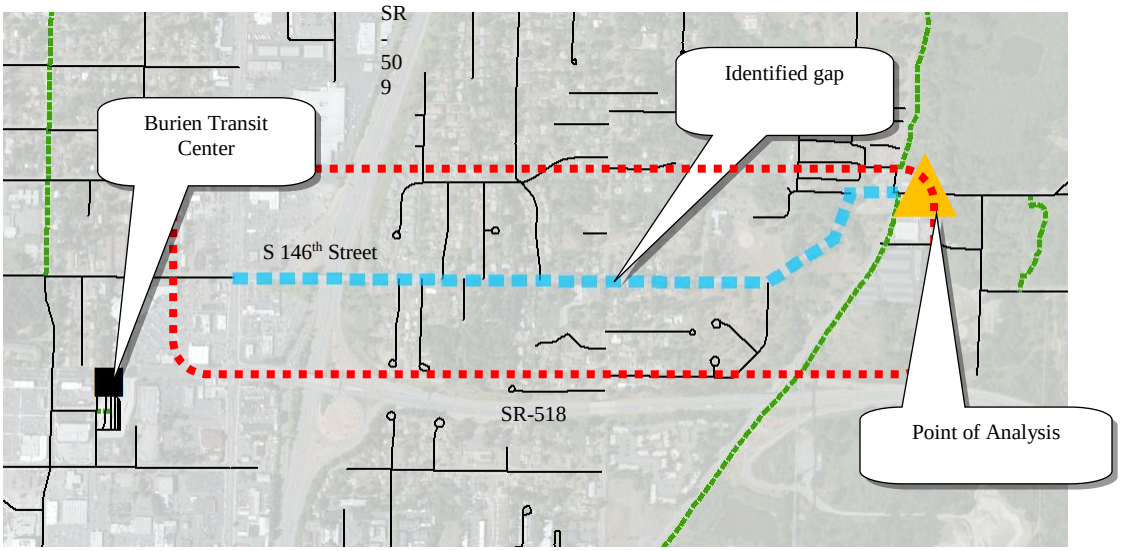
Los Angeles County Metropolitan Transportation Authority - Metro | Southern California Association of Governments - SCAG DRAFT - NOVEMBER 2013 53

Example 3: Identifying candidate bike projects through the King County Metro/Sound Transit Nonmotorized Connectivity Tool. This tool, mentioned in the Phase 1 Report, helps identify site-specific improvements to address connectivity issues. As an initial application, this tool was used to analyze and evaluate candidate bicycle and pedestrian projects based on changes in connectivity and the potential number of new transit riders. Using these results, along with other data, such as cost and land use growth potential, a project prioritization list was developed and a number of candidates for bike lane improvements and bike locker installation were identified and proposed for grant funding. Figure 6 presents an example analysis.

FIGURE 6: EXAMPLE ANALYSIS OF BURIEN TRANSIT CENTER AND RAPIDRIDE F LINE

The Burien Transit Center has two areas with high bicycle stress levels. The City of Burien has plans for a number of projects that could help reduce bike stress and improve connectivity. The first high-stress area is between the Des Moines Memorial Drive Trail (in green) and the Burien Transit Center. The area is constrained by SR-518 and SR-509. Adding a bike lane along S 146th Street would provide a dedicated connection from the trail to the transit center. This project would substantially reduce the bicycle stress for the neighborhoods east of SR-509 and is included in the *2012 Burien Transportation Master Plan*.

Potential Project 19: *4,900 feet of new bicycle lanes along S 146th Street between First Avenue S and the Des Moines Memorial Drive Trail.*



Example 4: Puget Sound Regional Council (PSRC) case studies. PSRC is conducting eight in-depth case studies of major transit hubs or corridors around the region as part of its Regional Transit Access Assessment. The case study sites represent a variety of transit access challenges.

Case study locations

1. Federal Way Transit Center
2. 164th Street Corridor
3. Kent/James Street Park-and-Ride
4. Tacoma Dome Station
5. Bear Creek Park-and-Ride
6. Alaska Junction
7. Silverdale Transit Center
8. South Bellevue Park-and-Ride

The case studies pull together a number of assessment tools and data to comprise a step-by-step analysis for each location. They look at factors such as transit service, parking, and bike and pedestrian accessibility. This effort assembles a collection of data, including analysis using the King County Metro/Sound Transit nonmotorized connectivity tool, license plate survey maps and transit data. (See Figure 7, on the next page, for an example analysis.)

Based on the case study findings, the PSRC will identify characteristics that should be monitored and reported on regularly as a way to identify and highlight regional transit access needs and issues.

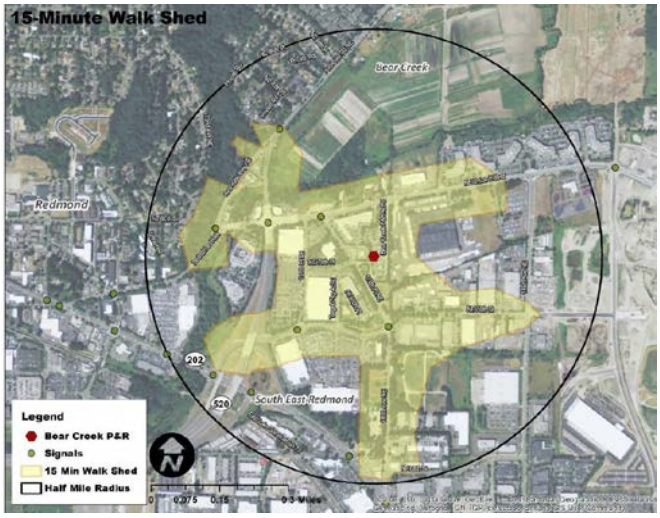
This study will also provide a high-level description of challenges, recommendations for local jurisdictions and transit agencies, and recommended methods for defining and measuring transit access. One of the project deliverables will be a matrix of strategies. The case studies will also lay the foundation for a potential toolkit of strategies and approaches to guide jurisdictions on ways to improve access to transit.

Some initial general findings of these case studies are:

- Context matters—many characteristics influence transit access, which means that improving access will require a context-specific approach.
- A lot of different agencies and jurisdictions play a role in providing transit access.
- The type, quality, and location of transit service drives demand for that service and has clear access implications.
- The region currently does not have policies around access to transit and transit parking.

FIGURE 7: EXAMPLE STUDY - BEAR CREEK PARK-AND-RIDE

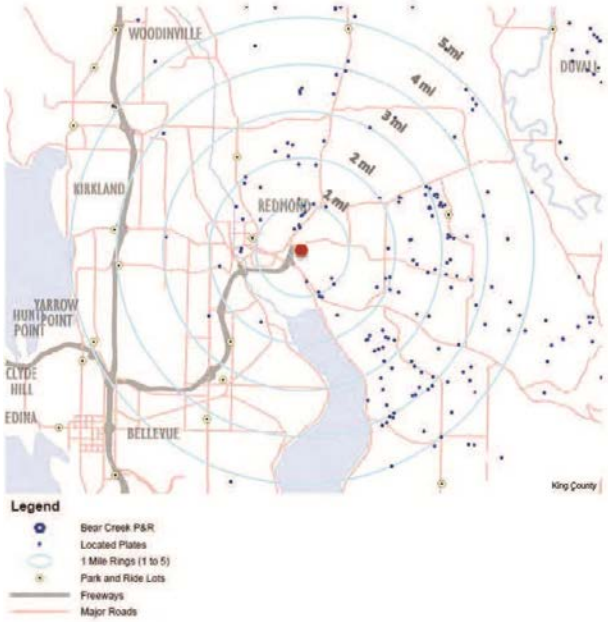
This case study allowed PSRC to pull together a variety of tools in a meaningful way to learn what is happening at the Bear Creek Park-and-Ride and what could be done to improve conditions there.

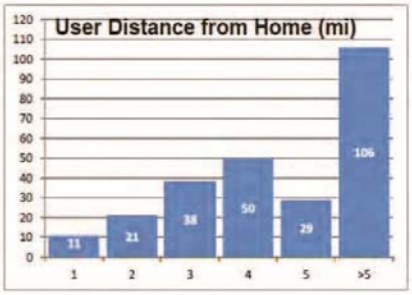


Built in 1989, the Bear Creek Park-and-Ride is owned by Metro and served by both Metro and Sound Transit. Its 283 parking spaces are usually full by 9 a.m. each weekday morning.

Bear Creek Park-and-Ride is located in an area where the super block structure of development limits opportunities for nonmotorized travel. This challenge is compounded by busy streets, changing development and travel patterns, and continued employment growth in the area. The image to the right shows the available walk access to the park-and-ride within 15 minutes, which is limited by the available pathways.

The majority of people who are using the Bear Creek Park-and-Ride are traveling more than five miles to access the facility, as shown in the chart below.





Statistics	
# Located Plates	255
# Stalls	283
Q1 2015 Utilization	98.2%
% of Stalls Located	90.1%
Minimum (mi)	0.5
Maximum (mi)	40.9
Median (mi)	4.1
Mean (mi)	5.4
Std. Dev.	4.7

Distance from P&R	% of Located Plates
0-1 mi	4%
1-2 mi	8%
2-3 mi	15%
3-4 mi	20%
4-5 mi	11%
5+ mi	42%

Strategies for addressing the known issues and limitations at the Bear Creek Park-and-Ride could include encouraging drivers to park at other upstream park-and-rides, encouraging vanpools to use a different lot, and expanding—though this would be expensive as construction of a structure would likely be necessary.

Example 5: Considering how park-and-rides and usage play a role in access. Metro's Park-and-Ride Arrival Times and Usage Studies, recently completed, provide more complete data about our park-and-rides. One study looked at the time when users arrive (also known as a "flow rate" study) and the other analyzed the "poaching" rate, or amount of unauthorized users parking at lots. Unauthorized users are people who are neither bus, nor vanpool nor carpool users.

We collected data on arrival times and usage patterns for 11 park-and-ride lots. We found that (a) lots fill most rapidly between 6 a.m. and 7:30 a.m., and (b) the majority of people parking arrive by themselves, with the occupancy rate roughly between 1.04 and 1.09.

As shown in Figure 8, most of the lots observed were more than 85 percent full before 8 a.m. Once a lot is at 85 percent capacity, it is not considered reliable for users looking for a space. Some lots fill substantially earlier than the average—at Bear Creek, 97 percent of users had already arrived by 8 a.m., and at the Redmond Parking Garage, 93 percent of users had arrived before 8 a.m. By 6:45 a.m., five of 11 lots (45 percent) were at least 50 percent full and eight of 11 (73 percent) were at least 33 percent full.

FIGURE 8: AVERAGE FILL RATES AND TIMES FOR KING COUNTY PARK-AND-RIDE LOTS

% of Users	All Lots	Lots excluding outliers*
50%	7:00 AM	6:45 AM
85%	8:10 AM	7:50 AM
95%	9:00 AM	8:40 AM

**excluding South Kirkland and Eastgate*

At many of the sites analyzed, unauthorized use[9] (poaching) was not a major problem, with a poaching rate of 1 percent or less. Two of the sites—Eastgate and Greenlake park-and-rides—had higher rates of poaching—7 percent and 8 percent, respectively.

This information helps better identify the issues and inform strategies. For example, this review suggests that unauthorized use, or poaching, is not a widespread problem but significant at a couple of locations. With this type of information, enforcements could focus on the problem areas.

Findings: Measures and reporting

Access to transit depends on many factors. Metro currently collects data on commonly tracked measures such as service coverage and park-and-ride utilization. Metro could modify and add measures and data points that build on what Metro currently tracks to more fully assess the public's access to our transit system and identify opportunities for improving access. Metro is currently developing new tools for assessing and some of these measures could be included in

[9] Non-compliant or unauthorized uses were people who parked on site and did not appear to be using transit or ridesharing.

our annual Strategic Plan Progress Report. Others could supplement our data to provide a better understanding of barriers to access and areas for improvement. This information can help guide action, identify projects and prioritize investments.

Key considerations

- Data and information provide a better understanding of what and where the barriers are to transit access, and can suggest opportunities for improvement.
- A number of agencies assess transit coverage by considering distance from transit, with some specifically considering distance from frequent service.
- Park-and-ride utilization data helps identify both high-demand lots and low-use lots. A number of agencies identify low-use lots and take steps to improve their usage. The time of day that lots fill up and where users come from are also valuable pieces of information.
- Some industry research has looked at how far people travel to park-and-rides, but the results vary considerably based on the surrounding land use, accessibility of the lot, the type of transit service available and other factors.
- Emerging tools that Metro and other agencies are developing will enable more in-depth analysis focused on specific access modes or locations. Such analysis will help us better understand issues and plan capital projects.

Recommended Next Steps

1. Modifications to measures: As part of the 2015 update of the Strategic Plan for Public Transportation, Metro will strengthen and clarify the access to transit measures we use.

- Revise and add metrics that will be reported on annually to better track the multiple facets of access and provide information to support Metro's planning and implementation of access improvements. Specifically: modify metrics to address service coverage, availability of transit service, bike access, park-and-ride utilization, and general transit mobility. See Figure 3 on page 15 for descriptions of the measures proposed in the 2015 update to the Strategic Plan for Public Transportation, and see Appendix B for the full text of the changes.

II. Funding options

Efforts to improve transit access often call for capital infrastructure investments. Major transit capital projects are traditionally funded from a combination of sources, including local revenues, grants, and partnerships. These projects often require partnerships not only for funding but also for planning, design and implementation. Ongoing operations and maintenance of capital facilities is another funding consideration.

Before identifying potential funding sources and pursuing them, agencies must first identify barriers to access and potential improvements, and then prioritize the improvement projects. Policies that establish priorities for investment can help agencies justify and advocate for project funding.

This section looks at how Metro and other agencies have identified, prioritized, and funded infrastructure improvements.

Funding at King County

Metro's major transit capital projects are typically funded from a combination of local revenues, grants and partnerships. Access improvements are generally considered capital expenditures, which are budgeted and tracked separately from operating expenditures. Major capital projects also have ongoing maintenance and operations costs that are funded differently than project construction but need to be considered when developing a funding plan.

Local sources for capital include sales tax, property tax and farebox revenue. The capital budget funds projects based on the following priorities, which align with Metro's adopted strategic plan: 1) maintaining infrastructure and replacing aging fleets; 2) supporting the service delivery system; 3) increasing efficiency or productivity to offset the cost of investment; and 4) forming partnerships with other jurisdictions and businesses throughout the region.

Current budgeted investments

Metro makes a variety of investments in pedestrian and bicycle facilities and amenities as part of our budgeted route facilities and engineering projects. Some examples of non-motorized projects include:

- **RapidRide Bike Facilities Project** will add on-demand bicycle parking at three locations and partner with two local jurisdictions to fund short segments of new bicycle lanes totaling approximately ½-mile. This project also funded the installation of bike parking (hoops) in the public right of way adjacent to RapidRide stations.
- **Seattle Secure Bike Parking Project** will add on-demand bicycle parking at the International District Station in the Downtown Seattle Transit Tunnel.
- **The Third Avenue Project** funded the conceptual design of pedestrian and bus stop improvements along Third Avenue between S Jackson Street and Denny Way, and will fund the reconstruction of sidewalks between Union and Pine Streets, as well as crosswalk repainting along the entire corridor.

King County Parks also invests in a number of non-motorized mobility projects, particularly through its regional trails system program.

Partnerships

Many large capital projects require collaboration and partnerships funding. For example, Eastgate Park-and-Ride received funding from numerous public agencies, including WSDOT and King County. The Issaquah Highlands Park-and-Ride was similarly funded by numerous public agencies.

The recent expansion of the South Kirkland Park-and-Ride had the following funding partners: Metro, WSDOT, the Federal Transit Administration, the City of Kirkland, and a nonprofit organization called "A Regional Coalition for Housing" for the affordable housing component of the project.

Project partnerships have many elements. Partnering to provide funding is a major component but projects also involve planning, design, implementation and maintenance.

The RapidRide nonmotorized improvements identified in the county budget required collaboration with local jurisdictions.

Grants

Grant funds often augment partnership efforts and local funding. Grant funding has been instrumental in many of Metro's park-and-ride expansion efforts. Between 1998 and about 2002, King County Metro added more than 2,000 parking spaces through construction of new park-and-ride lots, expansions, and transit-oriented development projects. A large portion of the funding came from grants, with some from local sources. For example, the Issaquah Highlands Park-and-Ride cost over $14 million. For this project, Metro received more than $10 million in grants and about $3 million from local sources. Other TOD and park-and-ride projects which received grant funding include Brickyard expansion, Federal Way – Star Lake, Burien TOD, South Kirkland TOD and Redmond park-and-ride garage.

> Federal Transit Law at 49 U.S.C. § 5302 provides support for key bicycle and pedestrian provisions. The FTA's capital project definition states, "A public transportation improvement including... pedestrian and bicycle access to a public transportation facility" is eligible for FTA funding.

Potential grant sources

Grant funding opportunities are available from both federal and state programs. Below in Figure 9 is a listing of the grant programs that are likely sources of funding for capital projects that would improve access to transit.

Examples of Metro's current use of grant funds for access-related projects

Metro has recently received grants to pursue access improvements through multimodal approaches. These grants involve partnerships with other agencies. Some examples include:

- **Park-and-Ride Efficiency and Access Project**: Metro, in partnership with Sound Transit, was awarded a Regional Mobility Grant from the Washington State Department of Transportation to improve mobility at overcrowded park-and-ride lots in King County. The grant award is $2.6 million for four years (2015-2017). Project strategies include the implementation of a high-occupancy parking permit program, improving non-motorized connections to the facilities through partnerships with local jurisdictions, and increasing bike parking capacity at the lots.

- **Park-and-Ride Pricing in Multifamily Developments**: Metro received a grant funded by the Federal Highway Administration's (FHWA) Value Pricing Pilot Program to explore opportunities for park-and-ride spaces at multifamily developments near high-capacity transit services.
- **Nonmotorized access to RapidRide corridors:** Metro received grant funding for RapidRide bike facility improvements identified using the Nonmotorized Connectivity Tool. Metro is using these funds to improve bike access to two RapidRide stations and to add on-demand bike lockers to three of RapidRide lines.

Transit-oriented development

Transit-oriented development (TOD) projects are opportunities for mutually beneficial partnerships. TOD projects often include transit improvements, such as parking or passenger loading zones, at relatively low cost to the transit agency. Metro used this approach successfully with the Downtown Seattle Transit Tunnel, and more recently at TOD facilities such as Overlake and South Kirkland.

FIGURE 9: ACCESS RELATED FUNDING OPPORTUNITIES

Funding Agency	Program Name	Program Purpose
FTA	Urbanized Area Formula Program	Provides grants for public transportation capital, planning, job access and reverse commute projects. These funds constitute a core investment in the enhancement and revitalization of public transportation systems in the nation's urbanized areas, which depend on public transportation to improve mobility and reduce congestion
FTA	Major Capital Investments (New Starts & Small Starts)	Provides grants for new and expanded rail, bus rapid transit, and ferry systems that reflect local priorities to improve transportation options in key corridors.
FTA	Bus and Bus Facilities	Provides capital funding to replace, rehabilitate and purchase buses and related equipment and to construct bus-related facilities.
FTA	Enhanced Mobility of Seniors & Individuals with Disabilities	Provides funds for programs to serve the special needs of transit-dependent populations beyond traditional public transportation services, in order to enhance mobility for seniors and persons with disabilities
FTA	Section 20005(b) Pilot Program for Transit-Oriented Development Planning	Supports opportunities to improve economic development and ridership, foster multimodal connectivity and accessibility, and improve transit access for pedestrian and bicycle traffic.
FTA	Paul S. Sarbanes Transit in Parks Program (5320)	Funds non-motorized transportation systems such as pedestrian and bicycle trails.

FHWA	Surface Transportation Program	Provides funding that may be used by States and localities for a wide range of projects to preserve and improve the conditions and performance of surface transportation, including highway, transit, intercity bus, bicycle and pedestrian projects.
FHWA	Congestion Mitigation and Air Quality	Provides funding to reduce congestion and improve air quality for areas that do not meet the National Ambient Air Quality Standards for ozone, carbon monoxide, or particulate matter (nonattainment areas) and for former nonattainment areas that are now in compliance (maintenance areas).
State	Complete Street	Advances Washington's multi-modal transportation system to support healthier communities and economies that align with local values.
State	Local Transportation and Health - Active Community Environments Program	Provides funds to support active transportation work. Communities that support active transportation work to improve the health and quality of life for Washington's citizens by improving and increasing opportunities to be physically active. This includes creating places where people of all ages and abilities can easily enjoy walking and bicycling
State	Regional Mobility Grant Program	Supports local efforts to improve transit mobility and reduce congestion on the region's most heavily traveled roadways.
State	Pedestrian and Bike Program	Promotes transportation system improvements to enhance safety and mobility for people who chose to walk or bike.

FTA = Federal Transit Administration, FHWA = Federal Highway Way Administration, State = Washington State Department of Transportation

Funding at other agencies

Sound Transit includes some money in project programming to fund parking and other access improvements. They also anticipate inclusion of a system access fund in the Sound Transit 3 system plan.

Some agencies fund their investments in park-and-rides and access infrastructure with revenue raised from parking charges. Bay Area Rapid Transit (BART) devotes a portion of its parking revenue to access improvements such as feeder service, real-time signs and lighting.

Washington Metropolitan Area Transit Authority (WMATA) also charges for parking at its facilities and uses parking revenue to help pay for access improvements. Park-and-ride expansion, however, is paid for completely by local jurisdictions.

Other transit agencies use TOD as opportunities to fund transit improvements. For example, Metropolitan Atlanta Rapid Transit (MARTA), works with private developers through joint development efforts to provide some of the transit amenities such as interconnection with transit lines, parking, passenger loading, and other capital investments. These investments

increase access while representing a powerful funding source for transit. This is discussed in more detail in Section V, Transit-oriented development.

Project identification and prioritization

The identification and prioritization of projects is another important question in getting improvements funded and implemented. Analysis methods and tools such as those mentioned in the Measures and Reporting sections can be valuable. These efforts can identify where barriers to access are and what some potential improvements are. The ability to demonstrate project benefits and provide cost benefit analysis helps rationalize funding. Policies that provide project prioritization guidance also help justify and advocate for project funding.

Findings: Funding Options

Access to transit frequently relies on capital infrastructure. Metro's capital program places high priority on funding to support a state of good repair and ongoing operations and maintenance associated with major capital projects. Metro makes ongoing investments in infrastructure and facilities through its capital program and grants, but major new investments will likely require partnerships with other agencies, local jurisdictions, and the private sector. Identification and prioritization of projects are critical steps in the funding and implementation process.

Key considerations

- Major capital projects require large investments to build and also require ongoing operations and maintenance costs.
- Agencies prioritize capital funding to support state of good repair and ongoing operations and maintenance associated with major capital projects.
- Major capital infrastructure investments rely on collaboration and partnerships, not only for funding but also for planning, design, and implementation.
- Grant funding plays a major funding role, but can be unpredictable. Additionally, grants generally do not fund ongoing operations and maintenance needs.
- Some agencies that charge for parking are able to raise revenue for investment in access improvements.
- Funding is also important to ensure resources for data collection, research, and analysis.
- Tools that demonstrate the benefits of a project help agencies prioritize and advocate for project funding.

Recommended Next Steps

1. **Partnerships and grants:** Metro will continue to work with partners and seek grant opportunities to fund capital projects and practices to enhance transit access.
2. **Internal and partner agency resources**: Metro will seek opportunities through internal resources and partnerships to further develop and apply tools to measure access and identify and prioritize access improvements

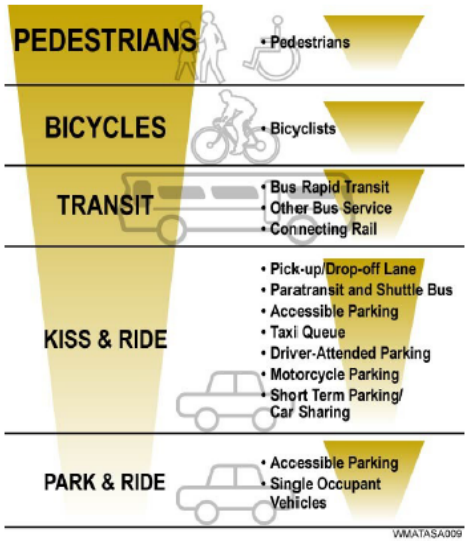
III. System access policies and practices

Metro's review found that a number of agencies have policies, guidelines and plans to guide access planning and implementation. Most of these agencies have plans and guidelines that address access by all modes, while some have specialized guidelines targeted at specific modes or focused on station-area planning.

Access guidelines and priorities

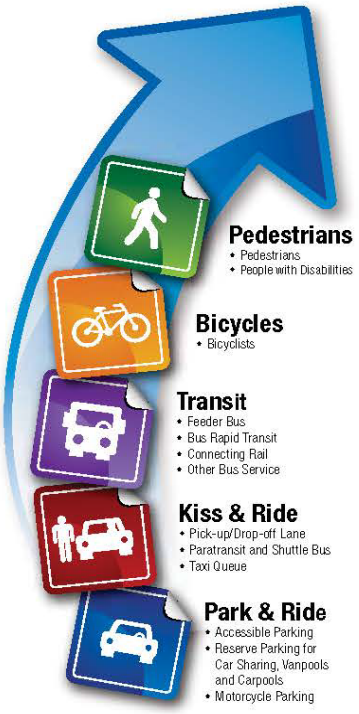
Bay Area Rapid Transit (BART) and Washington Metropolitan Area Transit Authority (WMATA) both identify good access to transit as critical to meeting ridership goals and serving customer needs. They recognize that potential riders will be lost if they cannot reach transit because park-and-rides are full, no connecting bus service is available or walking feels unsafe or inconvenient.

FIGURE 10: WMATA ACCESS HIERARCHY



BART[10] and WMATA also both have station access guidelines, as do Denver's Regional Transit District and Chicago's Regional Transit Authority (RTA). These guidelines include physical design guidance and serve as a resource to support collaboration between transit agencies and local jurisdictions.

FIGURE 11: CHICAGO RTA ACCESS HIERARCHY



These guidelines share a common emphasis on modes that produce the highest ridership at the least cost. BART, for example, considers a "cost per rider" metric.

Pedestrian access is usually the least costly to provide and is the highest priority, as can be seen in the examples of agency "access hierarchies" in figures 10 and 11. These hierarchies provide a rationale for station site planning and design[11]. Denver's Regional Transportation District strives to create an optimal balance of modes. RTD uses a hierarchy that places pedestrian access at the

[10] See, BART's Station Access Guidelines, at: https://www.bart.gov/sites/default/files/docs/access_guidelines.pdf
[11] See, WMATA's Station Site and Access Planning Manual, here: http://www.wmata.com/pdfs/planning/Station%20Access/SSAPM.pdf

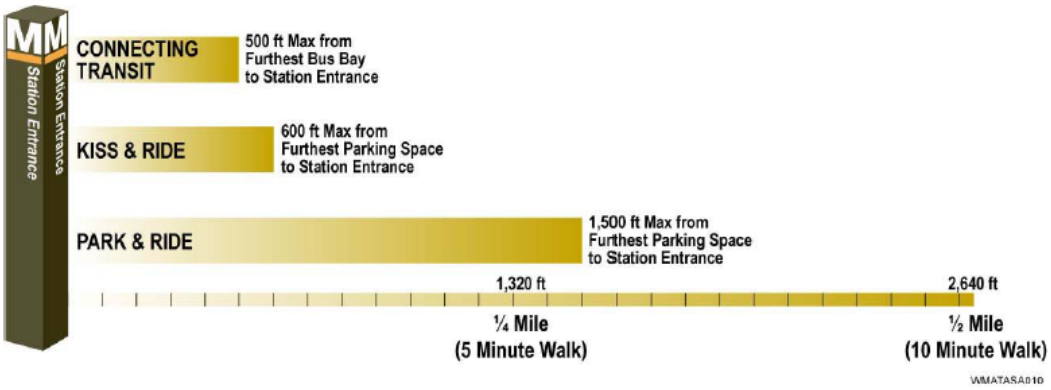
top and looks at the marginal cost of increasing ridership through different access modes[12].

Dallas Area Rapid Transit's (DART) TOD guidelines include what it calls "priority for circulation" in which pedestrian circulation is given top priority and single-occupant vehicles the bottom. Sound Transit's system access policy also prioritizes pedestrian access. Bellevue's *Transit Master Plan*[13] provides a policy framework that includes guidance and strategies regarding pedestrian and bicycle access and environment, the transit stop, park-and-ride access, transit connections, convenience and frequency, and TOD.

Pedestrian access

Many agencies have design guidelines or best practices for pedestrian facilities. WMATA, as shown in Figure 12, states that good pedestrian access to station entrances is essential in station site and access planning since all transit customers eventually become pedestrians when transferring between modes[14]. The design of facilities is also an important factor in supporting pedestrians.

FIGURE 12: WMATA ALLOWABLE WALKING DISTANCES FROM STATION ENTRANCES



NOTE: Distances shown reflect the maximum horizontal distance allowed as measured along the actual pedestrian path. Shorter walking distances are preferred. Estimated walking times may vary and are based on average pedestrian speeds of 4.5 feet per second.

Hawaii has created The *Hawaii Pedestrian Toolbox: A Guide for Planning, Design, Operations, and Education to Enhance Pedestrian Travel in Hawaii.*[15] This toolbox presents a range of design practices to encourage and increase pedestrian access to transit and pedestrian friendly environments. It also outlines pedestrian-friendly, multipurpose land uses that should be encouraged near transit facilities. In addition, it illustrates that too much parking can discourage use of transit and includes incentives for development that reduces parking requirements.

[12] See, RTD's Transit Access Guidelines, here: http://www3.rtd-denver.com/content/Eagle/VOLUME_3_-_REFERENCE_DATA/Transit%20Access%20Guidelines%20Final,%20Jan%202009.pdf
[13] See, Bellevue's Transit Master Plan, at: http://www.ci.bellevue.wa.us/pdf/Transportation/BellevueTransitMasterPlan_20140707.pdf
[14] See, WMTA's Station Site and Access Planning Manual, at: www.wmata.com/pdfs/planning/Station%20Access/SSAPM.pdf
[15] See, Hawaii's Pedestrian Toolbox, at: http://hidot.hawaii.gov/highways/files/2013/07/Pedest-Tbox-Hawaii-Pedestrian-Toolbox-Low-Res.pdf

Bicycle access

Our review found that a number of agencies have guidelines concerning how and where to improve bicycle access. This guidance helps inform agency investments and planning as well as provide a foundation for partnerships with local jurisdictions.

BART objectives to promote bicycling:

- Improve station circulation for passengers with bicycles
- Create world-class bicycle parking facilities
- Help assure great bicycle access beyond BART's boundaries
- Optimize bicycle accommodations aboard trains
- Complement bicycle-supportive policies and facilities with support programs

BART is a leader in promoting bicycling as a way to access transit. In the *BART Bicycle Plan: Modeling Access to Transit,* they have set a goal of doubling bicycling access to 8 percent of all trips by 2022[16]. The plan identifies strategies to promote bicycling to and from BART stations and considers opportunities to modify station designs to encourage more bicycles and fewer cars. It includes a Bicycle Investment Tool that helps select investments that will create the largest increase in bicycle access trips.

WMATA has a mandate to increase bike mode share and to double bike mode share to park-and-rides by 2020. They have worked to improve connections to local trails and continue to work with jurisdictions to improve bike pathways. They are also working to improve signage, bike racks, bike lockers and secure bike cages (shown in Figure 13). They have found bike cages are particularly effective in areas with high risk of theft.

FIGURE 13: BIKE CAGE

The Federal Transit Authority and bicycle and pedestrian access

As noted in the Funding section, the FTA recognizes the importance of bike and pedestrian access to transit. They have acknowledged that all bicycle improvements within three miles and pedestrian improvements within one-half mile of a public transportation stop or station can be considered part of the station or stop improvement, and are therefore eligible for federal funding.[17]

[16] See, BART's Bicycle Plan: Modeling Access to Transit, at: https://www.bart.gov/sites/default/files/docs/BART_Bike_Plan_Final_083012.pdf

[17] See, The Federal Transit Administration's Bicycle and Transit flyer, at: http://www.fta.dot.gov/documents/Flyer_BikesandTransit_Full.pdf

Findings: System access

Bike and pedestrian connections. Many agencies have policies, plans or guidelines that acknowledge the importance of all modes of access in supporting ridership, and making transit more convenient and attractive. Generally these policies strive for balance among the modes and establish a priority framework for access investments, with priority given to improvements that will do most to increase ridership at the lowest cost. Generally that means that pedestrian access is seen as the highest priority, followed by biking and transit connections with provision for single-occupancy vehicles when other modes have been considered.

Key considerations

- Many agencies have established explicit access strategies, policies and guidelines
- Many agencies are developing multimodal approaches to access with an increasing emphasis on modes that rely on low cost investments
- Many agencies have a stated prioritization approach or hierarchy of investments that usually ranges from pedestrian as highest priority/lowest cost to vehicle access and parking/highest cost, as shown in Figure 1.

Safety and security. Agency programs that promote safety and security are critical as people are more likely to utilize facilities where they feel safe.

Key considerations

- A safe and attractive walking environment is critical to enhancing the pedestrian experience.
- Jurisdictions are potential partners in addressing safety issues.

Recommended Next Steps

1. **Policy framework changes**: Metro will strengthen and clarify its guiding framework regarding access to transit through the 2015 strategic plan update and the adoption of the long-range plan.
    a. Propose the following changes related to access to transit as part of the 2015 update of Metro's Strategic Plan for Public Transportation and Service Guidelines:
        - **Access related strategies**. Revise and add strategies to strengthen language related to parking demand, security at park-and-rides, nonmotorized access, and transit-oriented development. See Figure 2 on page 14 for a summary of suggested strategic plan updates related to access to transit and Appendix B for the full text for the changes related to access to transit.
        - **Definition of access**. Incorporate a definition of access to transit into the objective language.

- **Corridor analysis**. Add park-and-ride stalls as a factor considered in calculating target service levels for corridors (a recommendation of the Service Guidelines Task Force).

b. Establish policy guidance in Metro's long-range plan, including a vision for transit parking and nonmotorized access in the future network, to guide steps toward achieving access goals.

2. **Bike and pedestrian connections:** Metro will work collaboratively with local jurisdictions, other agencies, private organizations and others to work to improve bike and pedestrian connections to transit.

   Steps could include but are not limited to:

   a. Continue efforts to improve bike and pedestrian facilities at major transit hubs and park-and-rides and along transit corridors.
   b. Encourage and work with jurisdictions and other agencies to improve bike and pedestrian infrastructure, including connections between the regional trail system and transit.
   c. Pursue grant and other funding opportunities to fund active transportation infrastructure and programs.
   d. Strengthen Metro's active transportation practices. Steps could include reviewing capital investments, operational policies and business practices to systematically incorporate nonmotorized access into planning, programs and implementation.

3. **Safety and security:** Metro will continue to promote safe and secure access to transit.

   a. Continue to improve wayfinding and customer information.
   b. Coordinate with local jurisdictions to respond to safety concerns. Particular actions might include:
      - Illuminate walkways and waiting areas.
      - Work together to identify locations where incidents are concentrated and allocate resources to those areas.

IV. Transit parking policies and practices

Many transit agencies include parking facilities for transit users. Park-and-rides and other transit parking provide access to transit for people located beyond a reasonable walking distance or unable to use other access modes. In some areas, transit parking is the only convenient option for many people to access the transit network.

Many agencies are facing increasing demand for transit parking and overcrowding is a common problem. Providing new parking is increasingly costly however and can have other trade-offs. In Puget Sound, the cost per stall to build new parking ranges from $20,000-35,000 in a surface lot and $35,000-55,000 in a structured garage[18]. (Cost estimates are based on construction, project management and design. They do not include the cost of land).

As a result, agencies in Puget Sound and around the country are working to develop strategies to use existing parking resources more efficiently and find affordable ways to provide more parking in order to provide access to transit. This section provides an overview of different practices, policies and management techniques that agencies use to oversee their parking and identifies some approaches that other agencies have used in response to growing demand. Summary information about park and rides in King County can be found in Figures 15 and 16 starting on page 45.

Managing existing resources

Many agencies are trying to get the most efficient use out of parking facilities and provide more equitable access to limited parking spaces through parking management programs, including pricing and permitting. Parking charges can help manage demand and raise revenue.

Pricing

One way that agencies manage limited parking spaces is through pricing of those spaces. The subsequent examples show how a Puget Sound area agency is looking at pricing and provides examples of how other agencies have implemented pricing.

Puget Sound Region Example: Sound Transit Permit Parking Pilot: Sound Transit implemented a 6-month parking permit pilot at Mukilteo Station, Issaquah Transit Center, Sumner Station, and Tukwila International Boulevard Station, to test potential for pricing their facilities. The pilot which ended in July 2014 offered solo driver and carpool permits at $33 and $5 per quarter respectively. More than 500 people participated, with more than 1,400 submitting permit applications. Approximately 25 percent of the total available spaces at the four facilities was dedicated to permit parking with the balance remaining free and open to the public on a first-come, first served basis. Non-permit holders were able to park in unused permit spaces after 10 a.m. on weekdays and at any time on weekends.

The permit pilot findings showed that there is a high level of interest in permitted parking, and that customers are willing to pay for a guaranteed parking space in high demand lots. These

[18] King County Metro, Design and Construction section

findings suggest that under the right circumstances, permits are an effective way to manage demand, improve facility efficiency and increase access for transit customers.[19]
Subsequent to the pilot, the Sound Transit board authorized a parking permit program. To help transit riders find parking quickly and reliably, Sound Transit will offer permit parking at its busiest lots and garages, starting in 2016. Sound Transit is in the process of refining the details of the program.

Examples from other transit agencies: We found several other agencies that charge fees for parking. In Washington, DC, WMATA has priced its park-and-rides since its system opened. WMATA uses the revenue to invest in access improvements. In the San Francisco Bay area, BART who has 45 stations with about 47,000 total spaces, has recently phased in pricing at all of its rail stations with parking. The agency uses some of its parking revenue to invest in station access improvements such as feeder service, real-time signs, lighting, and bike stations.

Charges can range from monthly permits to daily parking fees. In many places, charges are broken down by market segments, such as short-term parking, all-day commuter parking, and long-term parking[20].

Examples of specific pricing practices

1. **Reserved monthly parking:** WMTA provides monthly reserved parking permits which allow guaranteed parking spaces (until 10 am on weekdays) to permit holders. Permit holders still have to pay the daily parking fee any time they park in a WMTA facility. BART also has monthly parking permits that range in price depending on specific station demand. BART monthly parking permit holders are not required to pay an additional daily parking fee.

2. **Daily parking fees**: BART charges daily parking fees. WMATA also charges daily parking fees for its 47,000 spaces at park-and-ride lots. Daily prices vary by station but can reach $5 per day.

3. **Short-term metered parking:** TriMet has metered short-term parking near the entrances of two of its busiest park-and-ride stations. Parking costs $.50 per hour and there is a five-hour time limit. This metered parking has high turnover, so more people use each space each day. This also provides access for midday travelers who otherwise may not be able to park at the station.

4. **Long-term/multi-day parking:** BART offers some long-term/multi-day designated parking spaces at stations in order to accommodate longer travel (such as airplane trips). A limited number of permits can be purchased for long-term parking, which is priced much higher than the daily parking fee. The higher fee covers some of the fee and fare revenue that BART loses from the long-term parking spots.

---

[19] See, Sound Transit's Parking Management Pilot Project at: http://www.soundtransit.org/sites/default/files/documents/pdf/rider_guide/parking/20150403_rpt_parkingpilot_drafteval.pdf

[20] See, Denver Regional Council of Governments' Transit Agency Parking Pricing and Management Practices: Peer Review at: http://tod.drcog.org/sites/default/files/documents/Transit%20Agency%20Parking%20Pricing%20and%20Management%20Practices_%20Peer%20Review.pdf

5. **Non-resident parking fees:** Dallas Area Rapid Transit (DART) implemented a paid parking program that charged non-residents to park at a specific park-and-ride where area residents complained about non-service area users. Residents could get a sticker that permitted them to park without paying. Others had to pay. DART found that this solved the problem at the lot where a charge was implemented but it led to people shifting to free lots and increasing crowding at different locations. DART ended up discontinuing the charge.

6. **Carpool/HOV parking:** BART has a carpool program that provides designated parking spaces for carpool to BART members at park-and-rides. BART also provides assistance with matching riders to form carpools. Carpool-only parking spaces are enforced from 6 to 10 am, Monday through Friday. Carpool must have at least two registered members, and everyone who rides in the carpool vehicle must be a registered member. Having a carpool permit does not guarantee a parking space. Additionally, some stations charge for carpool parking.

Increasing efficiency

Another way that agencies manage limited parking spaces is through increasing efficiency of those spaces and park-and-ride lots. The subsequent approaches show how a sample of other agencies have looked at increasing efficiency.

1. **Coordinated parking management of on and off-street parking:** BART and the City of Oakland are creating a Joint Powers Authority to manage parking on BART property and surrounding areas and to manage station access improvements. This authority provides coordinated management of on- and off-street parking around stations, which helps promote ridership and prevent spillover issues in the neighborhoods adjacent to stations.

   Metro has identified a range of potential strategies that cities could implement to help improve transit parking. (These are shown in Figure 14 on page 43).

2. **Customer information: dynamic signs**: Real-time parking information, guidance and wayfinding systems make it more convenient to find parking and can help use parking resources more efficiently. These systems range from guidance given in the garage itself as to the location of available spaces to guidance systems that provide directions to parking garages with available space[21].

   Metro Minneapolis-St. Paul uses dynamic signage that 1) reports travel time by car and travel time by bus traveling in bus lanes and 2) shows parking availability at upcoming lots to help direct users to lots with available space.

   Sound Transit is testing real-time availability monitoring as part of its pilot project at Federal Way Transit Center, Puyallup and Auburn Sounder Stations, and South Everett Freeway Station. Real-time information is available for customers via the Sound Transit website.

3. **Underutilized lots:** WMATA tried to encourage use of underutilized lots by lowering parking prices and increasing advertising, without much success. They found that lots served by buses providing connections to rail were not well used, even though the buses were free and

[21] See, Metropolitan Transportation Commission's Handbook titled, Reforming Parking Policies to Support Smart Growth at: http://www.mtc.ca.gov/planning/smart_growth/parking/parking_seminar/Toolbox-Handbook.pdf

operated at 10-15 minute frequency. Riders preferred to park directly at the rail stations. Minneapolis Metro also tried to improve the attractiveness of underutilized parking by advertising less-used lots and improving service levels, but was unsuccessful in attracting more riders**.**

King County Metro has started an analysis of its underutilized park-and-rides to better understand the factors that may be contributing to low utilization. As part of its expanded parking program, Metro will further explore the potential to improve utilization through steps such as service adjustments or marketing with a particular focus on the 14 permanent lots with less than 50 percent utilization.

4. **Restriping**: A number of agencies including Metro Minneapolis-St. Paul have been able to restripe parking into smaller parking spaces to achieve more space.

   King County Metro recently undertook an analysis of its most crowded lots to explore opportunities to increase parking through restriping. The results suggested potential at a number of lots. Metro is doing further analysis and working with jurisdictions to determine where this might be feasible and effective.

Increasing parking supply

Another way that agencies manage limited parking spaces is through increasing parking supply. A survey of other agencies' practices found a number of potential approaches that could increase parking supply through partnerships and collaborative efforts.

1. **Leased lots and other shared parking**: TriMet shares the use of privately owned and operated parking facilities. Half of all the park-and-rides in the Portland metropolitan area are in privately owned facilities (which constitute 20 percent of TriMet's parking spaces overall). This allows TriMet to use more of its capital funds for transit vehicles and facilities. Metro in Minneapolis- St. Paul has also successfully added to its parking supply through leased lot agreements.

   In King County, Metro works with organizations such as churches, city parks and shopping centers to develop leased lot agreements to augment its park-and-ride capacity. There are 66 leased park-and-ride lots, 62 of which Metro leases. These add roughly 2,400 spaces to the system.

   Metro is also exploring the opportunity to share parking at multifamily housing developments for transit users.

2. **Park-and-ride expansion**: Practices for funding park-and-ride expansion vary greatly across the country. At WMATA, any expansions to parking capacity are financed by local jurisdictions. Sound Transit's system expansion includes provisions for additional park-and-ride capacity at many of its light rail stations. Sound Transit also allocates funds to support access improvement for bikes and pedestrians. As part of parking expansion, Sound Transit is also moving forward with a parking permit program at its busiest lots.

   King County Metro's expansion of park-and-rides in recent years has been achieved primarily through transit-oriented development partnerships. For example, Metro recently partnered on the South Kirkland Park-and-Ride TOD, which implemented mixed-use development while

adding transit parking. The development itself resulted in 241 households with direct access to transit at that location.

Last-mile connections and demand management practices

Another way that agencies manage limited parking supply is through improving last mile connections and other demand management practices. The subsequent approaches show how other agencies have improved last mile connections and demand management.

1. **Bike access:** WMATA started bicycle parking to support bike access to park-and-rides, and found secure bike parking to be successful at lots with high demand and high theft. BART also develops bike parking at its stations. Minneapolis Metro is implementing a pilot program to develop bike cages at lots where the bike lockers were full. They will evaluate the program and consider opportunities to expand it if successful. They are also building bike cages at stations with connections to regional trails, partnering with cities to improve bike infrastructure around park-and-rides, and promoting biking to park-and-rides as part of their Transportation Demand Program. DART provides bike racks and bike lids and are also changing the layouts of train cars to accommodate more bikes on board. DART is also working with cities and counties to improve sidewalks and bike paths.

2. **Shuttles, drop-offs and rideshare**: Independent shuttles funded by private companies and organizations are a growing niche. WMATA welcomes shuttles to the extent their facilities can accommodate them. They have seen significant growth in these independently-funded shuttles, whose sponsors include private companies, apartment buildings and large government complexes. BART supports shuttles that bring people to transit, but discourage use of parking by people who are connecting to an employer shuttle.

   Metro also supports private shuttle to the extent feasible. Metro has policies and procedures for allocating space when available at park-and-ride lots to interested private shuttle operators such as the Microsoft Connector. Metro also promotes ridesharing to park-and-rides. Metro recently developed TripPool, a new pilot program to provide on-demand rideshare options to connect riders to transit in select areas. Metro provided commuter vans make one round trip each work day to a park-and-ride or transit center. Volunteer drivers pick up and drop off registered riders along the way. TripPool trips are coordinated by riders and drivers on their smartphone through the free mobile app, iCarpool.

   Drop-offs from Transportation Network Companies (TNCs) and others are also growing in popularity, although agencies are finding that vehicle queues can cause congestion at stations and lots. DART has found that drop-offs are well used and have reduced the need for additional parking. DART's design standards provide for spaces to accommodate drop-offs. DART also subsidizes up to 50 percent of shuttle service to major employers outside of walking distance from stations. This program has been highly successful.

   Carsharing is also becoming more common at park-and-rides. DART, for example, is experimenting with making "drop off" space available for carshare vehicles. WMATA has a formal carshare program at its facilities.

Findings: Transit Parking

Transit parking is an important access mode and the majority of agencies we reviewed provide parking as a means of access to transit. Available parking can divert drivers from the region's road system and can provide opportunities for customers to use transit who may not be able to access it by other modes.

Overcrowded parking is a common problem however and park-and-rides are expensive to build and have other tradeoffs. Many agencies and cities are working to find strategies for responding to parking demand that use resources efficiently, are affordable, and are consistent with smart-growth plans adopted by cities.

Key considerations

- Transit parking is one piece of a multimodal approach to providing access to transit.
- Park-and-rides provide access to transit for people who live or beyond a reasonable walking distance or are unable to use other access modes.
- Transit agencies are pursuing strategies to make transit parking as efficient as possible, such as encouraging the most number of riders per parking space.
- Effective management strategies include pricing, shared parking, multimodal facility design, and transportation demand management.
- Parking policies and approaches should consider local characteristics and consider the cost per rider when evaluating station access options.
- Many agencies prioritize improvements that do the most to increase ridership at the lowest cost, taking into account both operating and capital expenses, land values, and the opportunity costs of foregone joint development.

Recommended Next Steps

1. Metro will work collaboratively with local jurisdictions, other agencies, private organizations and others to attempt to respond to demand for transit parking.

Steps could include but are not limited to:

a. Pursue opportunities to increase parking supply, such as leasing additional lots, sharing parking lots, or creating new parking where warranted by demand and supported by available resources.

b. More comprehensively manage our existing parking resources and maximize their benefits through an expanded parking program.

- Identify strategies to make more efficient use of existing parking; consider a range of management approaches including parking permits, parking charges, and technology such as real time parking availability signs.
- Explore opportunities to increase access to park-and-rides through other modes including active transportation, private shuttles, improved local transit and other last mile connections.

- Consider opportunities to support our vanpool and carpool customers while shifting parking demand away from the most highly used park-and-rides.
- Expand our performance management system for parking; regularly review underutilized park-and-ride lots and strive to increase their efficiency.
- Use information gathered for identified metrics and regular data collection to describe the extent and quality of public access to the Metro system and identify needs for improvement.
- Continue to work with jurisdictions to implement on- and off-street parking policies to support transit parking objectives.
- Explore opportunities to restripe park-and-rides to create more spaces.

c. Continue to pursue grant and other funding opportunities to support infrastructure and programs that increase access to transit.

d. Through Metro's long range plan, consider how many stalls would be appropriate to support a future service network and identify the types of areas where park-and-ride investment would be appropriate.

FIGURE 14: ON AND OFF-STREET PARKING STRATEGIES

On-Street Parking Strategies						
Strategy	**Example**	**Limits On-Street Overflow**	**Adds Parking**	**Supports Parking Management**	**Benefits**	**Challenges**
Time Limited Zones near P&R	*Restrict parking to a maximum of 2 hours on streets - could exempt residents/business owners*	Yes	No	Partially - Keeps transit demand in the paid PnR lots	No cost to original users of on-street parking; prevents spillover	Pushback from residents or businesses if street was not originally time-restricted. Enforcement and program maintenance costs. Could be paid for by P&R permit system.
Paid Parking near P&R	*Charge $2/ hour for parking along streets near park & ride; no time limits (unless there are already time limits in place) - could exempt residents/business owners*	Yes	Maybe	Yes	Manages overall parking supply if price set appropriately; prevents spillover	Pushback from residents or businesses if street was not originally charged. Enforcement and program maintenance costs. Initial capital cost for signs and/or meters.
"Designated" Transit Parking Zones (ie. Residential Parking Zone or 'RPZ')	*Designate underutilized on-street parking (most likely in non-residential areas) to transit patrons; could include signs or just website/trip planner information*	Maybe	Yes	Yes	Expands the supply of transit parking. May be less controversial than other strategies in areas that have a lot of availability. "Free" parking that is at a less premium location than paid P&R.	Pushback from area land owners. Security concerns for people parking in the area. May not be many compatible areas in the County.
Transit User Parking Permit	*Create zones where a limited number of transit users would be permitted to park on-street. Would only apply in areas with paid parking or an RPZ.*	Yes	Maybe	Yes	Most RPZs have capacity during the midday. This program could take advantage of some of that unused capacity for transit patrons who have a different usage pattern. Similar to the commercial permits allowed in some Seattle RPZs	Additional program administration costs. Areas with RPZs are close to big job centers that may not be conducive to park-and-ride
Long-term Parking Restriction	*No vehicle may park for longer than 24 hours on a given street*	Maybe	Maybe	No	Mitigates against potential impacts from a priced park & ride program and long-term parked vehicles moving out of the PnR lots. RPZ could be used to allocate street parking to park & ride users	Constraints on number of permits per residence. Enforcement costs

Off-Street Parking Strategies						
Do not require a study of utilization rates for shared-uses parking agreements between PnRs and private lots	*Redmond does not require a study to allow shared-use parking*	N/A	Yes	Maybe - additional shared-use facilities for transit could provide additional supply for managed facilities. If these are not priced, they could "undercut" PnRs managed with pricing.	Reduces implementation costs for shared use arrangements; could be extended just for transit-sponsored shared PnR	Specific utilization rates may vary by park & ride and property use - may lead to parking spillover on occasion.
Do not require agreements to share parking	*Redmond does not require a formal agreement; shared parking done on an ad-hoc basis*	N/A	Yes	Maybe - additional shared-use facilities for transit could provide additional supply for managed facilities. If these are not priced, they could "undercut" P&Rs managed with pricing.	Reduces implementation costs; could be extended just for shared PnR	Conflicts may arise due to inadequate supply and no agreement in place; ad-hoc setup may not prove to be attractive to transit users unless there is a way to reserve a spot
Allow leasing of excess private parking if maximum demand is accommodated	*Kirkland allows, pending a study and agreement*	N/A	Yes	Maybe - leased spots may not be convienent for PnR users that are "managed out" of facilites, but this could open new markets for P&R users.	Park & Ride demand complements residential parking demand time periods; overbuilt retail lots on suburban arterials may also be good sites	Constrains the total number of spaces that can be leased by a property; unless sponsored by a transit agency, usage of leased spots may be low and price unpredictable
Offer up city-owned, underutilized parking spaces for additional P&R on high-frequency routes	*Parks, maintenance yards, some city-owned parking lots could serve as additional PnR supply. Some may need to have permits or time restrictions.*	N/A	Yes	Maybe - could provide additional supply for managed facilities. If these are not priced, they could "undercut" P&Rs managed with pricing.	Low cost way to use existing underutilized parking supply.	Ongoing program costs, may conflict with infrequent events/demand surges at lots.
Allow shared-use parking if peak hour demand time periods are different for the two uses	*Kent and Tukwila specifically allow for this, pending a study*	N/A	Yes	Maybe - additional shared-use facilities for transit could provide additional supply for managed facilities. If these are not priced, they could "undercut" P&Rs managed with pricing.	Park & Ride demand complements residential parking demand time periods	Constrains the total number of spaces that can be leased by a property
Relax the "distance" provision in the shared-use parking code	*Redmond has no maximum distance that the shared-use must be to the parking. Others range from 500-1000 feet, or unlimited with shuttle service provision.*	N/A	Yes	Maybe - additional shared-use facilities for transit could provide additional supply for managed facilities. If these are not priced, they could "undercut" P&Rs managed with pricing.	Expands the potential properties that may participate in a shared-use program	May not apply directly to off-street PnR

FIGURE 15: PARK-AND-RIDES IN KING COUNTY

Park-and-ride lots in King County *(based on Third Quarter 2015)*

There are 130 park-and-ride lots in King County with more than 25,000 spaces; 64 of those lots are permanent and 66 are leased. The permanent lots comprise the majority of the space—22,957 spaces—and tend to be better used. On a system level, about 75 percent of the combined permanent and leased spaces are used each day. There are a number of lots that are heavily used—especially the larger lots served by very frequent transit routes. The list of Metro owned and maintained permanent lots is on the following page.

More than half (34) of the 64 permanent lots and 11 of the 66 leased lots are filled to 80 percent capacity or more each day. Sixteen of those lots are at least 100 percent capacity.

There are also a number of lots in King County that are not as well used or 'underutilized.' There are 56 lots in King County with less than 50 percent utilization; 15 are permanent and 41 are leased.

Metro's quarterly park-and-ride utilization reports can be found at:
http://metro.kingcounty.gov/am/accountability/park-ride-usage.html

King County Metro Leased Lot Program

Metro's Leased Park-and-Ride Lot Program is a low-cost approach to providing park-and-ride service for transit customers. Leased lots augment permanent park-and-rides to provide more parking options for transit riders. The program has grown over time, with new leased park-and-rides opening, some closing, and many continuing over the decades.

Currently 66 of the 130 park-and-ride lots in King County are leased from, or donated by, private owners. These lots have about 2,400 parking spaces— about 10 percent of King County's total park-and-ride system capacity. Metro leases and operates 62 of the 65 lots, which have about 2,200 leased spaces, and Sound Transit leases and operates three lots with about 270 leased spaces.

How it works: Metro typically leases a portion of parking lots from churches, city parks, and private facilities such as shopping centers. Property owners usually retain a portion of the lot for their own use. Leased spaces are available to transit and rideshare commuters weekdays, and may be used on a space available basis by others after the morning peak period ends (around 9 or 10 a.m.).

The cost of leasing park-and-ride lots ranges from $0 for donated lots to $15 per space per month, with most surface lots ranging from $4 to $7 per space per month. There are a few exceptions to this pricing scheme. For example, a very highly-used garage that Metro leases was recently negotiated to $30 per space per month.

Establishing new leased lots: Metro might pursue a new leased park-and-ride lot for a number of reasons: to supplement overcrowded permanent lots, to support new or modified transit service, to support existing routes not served by a permanent lot, or to respond to a request from councilmembers, cities or customers. Sometimes property owners offer parking that fits with Metro's needs.

Potential sites are evaluated using criteria that include access to a commuting corridor or existing or proposed transit route, proximity to bus stops, current or projected transit ridership, parking lot usage and condition, and safe pathways and crossings for vehicles and pedestrians. After identifying a potential property, Metro staff contacts a property owner to discuss a possible lease arrangement.

FIGURE 16: PERMANENT PARK-AND-RIDE LOTS OWNED OR MAINTAINED BY KING COUNTY

Metro-owned Park and Ride Lots - 25					
	Stalls	Location	Maitenance	No. Routes	Utilization*
Auburn	244	Auburn	KCM	2	67%
Aurora Village Transit Center	202	Shoreline	KCM	11	96%
Bear Creek	283	Redmond	KCM	6	99%
Bothell	220	Bothell	KCM	6	100%
Burien TC	488	Burien	KCM	12	65%
Duvall	49	Duvall	Duvall	2	39%
Issaquah Highlands	1010	Issaquah	KCM	9	90%
Kenmore	603	Kenmore	KCM	8	100%
Kent/Des Moines	370	Kent	KCM	7	81%
Kent/James Street	713	Kent	KCM	6	24%
Lake Meridian	172	Kent	KCM	5	19%
Northgate Transit Center	284	Seattle	KCM	16	98%
Northgate TC Extension	448	Seattle	KCM	16	99%
Ober Park	48	Vashon	KCM	2	76%
Olson Place SW/Myers Way	100	Seattle	KCM	2	73%
Overlake	203	Redmond	KCM	5	38%
Redmond	377	Redmond	KCM	9	100%
Redondo Heights	697	Federal Way	KCM	2	9%
Renton (Metropolitan Place)	150	Renton	Renton	16	95%
South Federal Way	515	Federal Way	KCM	3	28%
South Kirkland	833	Kirkland	KCM	7	89%
South Sammamish	265	Sammamish	KCM	4	41%
Tibbetts Lot	170	Issaquah	Issaquah	7	60%
Tukwila	267	Tukwila	KCM	3	98%
Valley Center	55	Vashon	KCM	2	41%
Total	***8766***				
Permanent WSDOT Park and Ride Lots Maintained by Metro (KCM) - 20					
	Stalls	Location	Owner	No. Routes	Utilization*
Brickyard Rd	443	Bothell	WSDOT	10	78%
Eastgate	1614	Bellevue	WSDOT	17	97%
Federal Way/S. 320th Street	877	Federal Way	WSDOT	3	38%
Houghton	470	Kirkland	WSDOT	7	15%
I-5/NE 65th St./Green Lake	411	Seattle	WSDOT	8	99%
Kingsgate	502	Kirkland	WSDOT	7	111%
Maple Valley	122	Maple Valley	WSDOT	2	68%
Montlake Bike Station (bike lockers)	54		WSDOT		
Newport Hills	275	Bellevue	WSDOT	9	67%
North Jackson Park	68	Shoreline	WSDOT	9	86%
North Seattle	155	Seattle	Leased	16	98%
Preston	53	Preston	WSDOT	carpool/van	58%
Shoreline	393	Shoreline	WSDOT	5	78%
South Bellevue	519	Bellevue	WSDOT	7	108%
South Renton	373	Renton	WSDOT	6	98%
Spokane/Airport	25	Seattle	WSDOT	11	72%
SW Spokane St.	55	Seattle	WSDOT	11	6%
Twin Lakes	600	Federal Way	WSDOT	4	16%
Wilburton	186	Bellevue	WSDOT	4	97%
Woodinville	438	Woodinville	WSDOT	6	58%
Total	***7633***				
**third quarter 2015*					

V. Transit-oriented development (TOD)

Transit-oriented development (TOD) can improve access to transit by encouraging and creating more pedestrian-friendly environments and spurring dense development near transit. It can increase ridership and improve access to jobs and economic opportunity through the increased transit access. TOD can reduce single occupancy vehicle trips, helping keep regional congestion and emissions in check. It can also be leveraged to increase transit parking. TOD can also play an important community role in helping establish a sense of place.

TOD and affordable housing
TOD can also create affordable housing near transit. Low income households often seek housing in areas outside of cities because it is more affordable, but that affordability is often counterbalanced by higher transportation costs. By creating affordable housing in mixed-use neighborhoods that are well-served by transit, TOD can lead to reduced housing and transportation costs.

King County's definition of transit-oriented development
A transit oriented development (TOD) is a private or public/private real estate development project that creates, expands, maintains or preserves a mixed-use community or neighborhood within walking distance of a transit center. TODs are designed to encourage transit use and pedestrian activity by increasing the density of residents, shoppers, visitors or employees per acre. They reduce transportation costs for residents and provide multiple benefits to residents within walking distance of transit. New TOD projects are often coupled with an increase in transit service to the area and frequently provide improvements to the transit operating environment.

TOD at King County

Metro's TOD program focuses on increasing ridership, urban-scale design, affordable housing and the transformation of the bus station area into a high density urban center. Metro has been involved in six major transit-oriented development projects, in Northgate, Renton, Overlake, Redmond, Burien, and South Kirkland, described in more detail on the next page.

Potential future transit expansion would provide additional opportunities for TOD in the region. Metro has an opportunity to take an active role in promoting TOD through the creation of TOD policy and strategies that help enhance access to transit. To help inform how Metro could further define and strengthen its role, this section surveys examples of TOD policies and practices.

Opportunities for redevelopment in King County

As the Puget Sound region grows and changes, the demand for park-and-rides may shift, as areas with new or increased demand emerge while other parking facilities may no longer be needed. As Metro responds to changing conditions, it can explore how transit-oriented development practices can be applied whether seeking to increase, maintain or decrease parking. TOD can provide many of the benefits of single-purpose parking lots while reducing costs, increasing ridership, or promoting the County's development goals.

A good transit oriented development location has numerous facets,[22] but some key criteria are:

• Transit access • Bike access • Walk access • Auto access • Current and forecasted transit ridership • Types of development, including feasibility of affordable housing	• Existing and planned land use • Market support • Utilities • Potential for adjacent development • Shared parking opportunities • Other evaluative measures

Regional Equitable TOD Fund (REDI) [23]

The Growing Transit Communities Partnership has developed a proposed regional TOD fund to support TOD and promote equitable development in transit communities in the Puget Sound area. The fund, known as the Regional Equitable Development Initiative (REDI) Fund will support strategic acquisition of land and buildings within walking distance of high-quality transit for development and preservation of affordable housing. It will serve as a rolling source of loans for property acquisition. A coalition of public entities in the region is working together to secure investments from local, regional and state sources to seed the fund.

[22] For more information see the following:
Sound Transit's Federal Way Link Extension Draft EIS Summary, here:
http://www.soundtransit.org/sites/default/files/project-documents/20150511_DEIS_booklet.pdf
The National Cooperative Highway Research Program's article titled Transit-Oriented Development, here:
http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp_rpt_128.pdf,
TCRP Report 128, here: http://onlinepubs.trb.org/onlinepubs/nchrp/nchrp_rrd_294.pdf,
Filling the Financing Gap for Equitable Transit-Oriented Development, here:
https://s3.amazonaws.com/KSPProd/cache/documents/679/67920.pdf
Sound Transit's Parking Management Pilot Project Report:
http://www.soundtransit.org/sites/default/files/Reso2012-24-Attachment_a.pdf

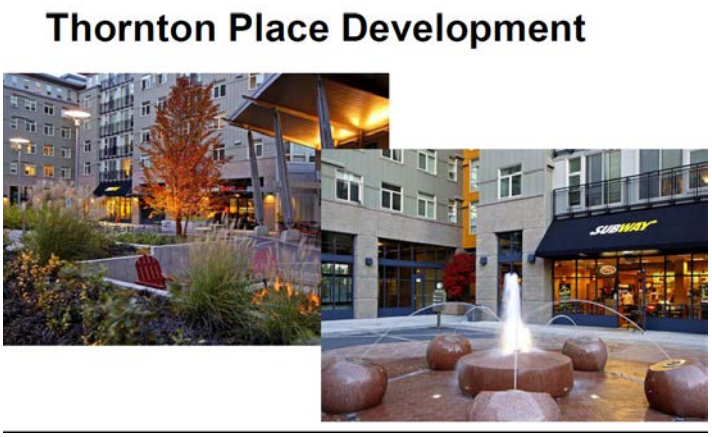
[23] See, PSRC's Summary of the Proposed REDI Fund, here:
http://www.psrc.org/assets/11577/REDIFundFramework3pager.pdf?processed=true

Transit-oriented development in King County

The following are examples of transit-oriented development projects in King County.

Thornton Place at Northgate, Seattle

Metro cooperated with the Thornton Place Development to share 350 parking spaces in this large mixed-use project. The project includes more than 300 units of market and affordable housing units, a multiplex cinema, offices and restaurants. Residents have excellent access to the adjacent transit station and have low rates of car ownership and usage. The project is the cornerstone of the redevelopment of the adjacent Northgate mall.



South Kirkland Park-and-Ride TOD

Metro's South Kirkland Park-and-Ride TOD project transformed an existing surface park-and-ride lot into a large mixed-use residential and retail community. The project proceeded in phases, with the construction of a new 530-stall garage, renovated parking lot, and a new bus loading area. Imagine Housing constructed 58 affordable housing units and Polygon NW built 183 market rate housing units with ground floor commercial uses and open spaces. This project also improves pedestrian and bicycle connections, linking the TOD to downtown Kirkland, Totem Lake, and regional bike routes to the north and east as well as to the south related to the SR 520 expansion project.

Metropolitan Place, Renton

Metropolitan Place is a transit oriented development in downtown Renton which created a mixed-use affordable housing project in downtown Renton and provided new park-and-ride capacity. The project includes 4,000 square feet of ground-level retail space and 90 apartments above a two-story garage with 240 parking stalls. It is located across from the recently expanded Renton Transit Center in downtown Renton. Some of the parking stalls are designated for shared use during non-commuter hours and certain stalls are designated for resident-only use. The developer agreed to provide one free bus pass for every apartment unit.

The Village at Overlake Station, Redmond

The Overlake Park-and-Ride TOD project in Redmond combines moderate-income rental housing, a day care facility, and a park-and-ride center. The development is located in the Overlake commercial area of Redmond which has about 600 firms, including Microsoft's main

campus. Grocery stores, restaurants, personal services and major retailers are within a short walking distance. The Village at Overlake Station includes two levels of covered parking with 536 parking stalls and 308 rental housing units affordable to households earning 60 percent of the area's median income.

This project was jointly developed by King County, the King County Housing Authority, and a private developer using tax-exempt financing and federal housing tax credits. Subsidized bus passes are provided as an incentive to take the bus and help reduce automobile congestion in the region.

Redmond Downtown Transit Center and TOD

The King County Department of Transportation, the City of Redmond, and Sound Transit jointly developed a new Redmond Downtown Transit Center with an adjacent TOD. The new transit center is located at the site of the existing bus transfer facility, while the TOD was built on Metro's Redmond Downtown Park-and-Ride Lot. The Redmond Downtown Transit Center project included improved boarding areas, passenger shelters, and lighting for bus riders.

Burien Transit Center

King County and Sound Transit partnered in the Burien Transit Center (BTC) Parking Expansion project, which is the second of three phases of the county's effort to create a sustainable transit oriented community at the Burien Transit Center. A 462-stall, multi-story parking garage was constructed with a 43-stall surface lot on the northern half of the old park-and-ride. Parking for BTC users was increased by 164 spaces (approximately 47 percent), and includes capacity for 50 level-2 electric vehicle charging stations.

By placing the Burien Transit Center's park-and-ride stalls in a multi-level garage, the remaining half of the lot is available for housing and commercial development. The location will provide future residents and employees easy access to many downtown Burien amenities and to regional transit connections via the adjacent transit center.

TOD guidelines and best practices

Many large transit agencies have TOD policies, guidelines, and best practices that can be used to systematically evaluate, facilitate, and implement TOD projects. Here are a sample of best practices from around the United States.

1. Bay Area Rapid Transit (BART), *San Francisco*

BART was one of the first agencies to adopt a TOD policy[24]. Their goals are to increase transit ridership, promote development in the station area, increase the stability of BART's finances, and reduce vehicle access mode share.

BART also has TOD guidelines[25] that emphasize the pedestrian environment around stations. The guidelines consider customer safety and convenience, land use, station access, circulation and operational efficiency.

2. Dallas Area Rapid Transit (DART), *Dallas*

DART also has both a TOD policy[26] and guidelines[27] . Their policy goals are to increase transit ridership, enhance the value of DART's real property, encourage high-quality development, and enhance the quality of life around stations.

DART's guidelines address multiple aspects: station area, land use, intensity of development, built form, civic space and public art, circulation, landscape, sustainable development, light rail facilities, bus facilities, and facility furnishings.

3. Regional Transit Authority (RTA), *Chicago*[28]

RTA recognizes that the success of its system is directly related to the ease of access by riders. They have a vision for TOD to encourage compact, mixed-use, pedestrian-oriented development at and around rail and bus stations and corridors that increases ridership, supports long-term system capacity, promotes livable communities, and generates funding for transit. TOD areas are defined as areas within a half-mile of rail stations and a quarter-mile of bus stations and corridors. Their four key goals for TOD are:

- foster relationships
- promote implementation of TOD plans
- encourage livability through walkability and multi-modal access
- promote and enhance existing assets and investments

[24] See BART's TOD Policy, at: https://www.bart.gov/sites/default/files/docs/TOD_Policy_Adopted_07-14-05.pdf

[25] See, BART's Transit-Oriented Development Guidelines, at: https://www.bart.gov/sites/default/files/docs/TOD_Guidlines.pdf

[26] See, DART's TOD Policy, here: https://www.dart.org/economicdevelopment/DARTTODPolicy2008.pdf

[27] See, DART's TOD Policy and Guidelines Website, here: https://www.dart.org/about/todpolicy.asp; and DART's TOD Guidelines Handbook, here: https://www.dart.org/economicdevelopment/DARTTODGuidelines2008.pdf

[28] See, RTA Chicago TOD Policy, here: http://www.rtachicago.com/files/documents/plansandprograms/landusetod/TOD_Policy.pdf

4. Regional Transportation District (RTD), *Denver*[29]
RTD has a strategic plan for transit-oriented development that promotes sustainability and increased ridership through compact development. RTD's goals are: promote partnerships, encourage livable communities and sustainable development with mixed-income housing that support transit, ensure hierarchy of multimodal access, and protect and enhance RTD's transit assets.

5. Washington Metropolitan Area Transit Authority (WMATA), *Washington DC*
WMATA encourages joint development of property it owns or controls in order to implement transit-oriented development and attract new riders, create revenue, and make station access improvements. The agency markets properties to office, retail/commercial, recreational/entertainment and residential developers with the following guidelines:

- Create balanced land use on station properties and nearby areas through collaboration with local jurisdictions
- Allow development that doesn't require one-to-one replacement parking
- Proactively promote shared parking arrangements

6. Sound Transit (ST), *Seattle*[30]
ST's TOD policy, adopted in 2012, includes a discussion of purpose, goals, strategies, planning, development, and operations. One of ST's strategies is to facilitate TOD. ST defines two types of TOD strategies: Agency TOD and Community TOD.

> "*Agency TOD strategies facilitate or create TOD on Sound Transit property… Sound Transit takes the lead role in identifying and implementing Agency TOD strategies*." Community TOD strategies "*support and promote TOD within the larger area around a Sound Transit facility… Sound Transit may take either a lead or a support role in identifying and implementing Community TOD strategies*."

Redevelopment opportunities

Transit-oriented development can be a valuable option for underutilized park-and-rides as well as surplus properties.

Santa Clara Valley Transportation Authority (VTA), *California*

VTA has a development program to utilize under-used park-and-rides. Its goals are:

- enhance the quality of the station environment
- improve the linkage between transit and community
- encourage transit system ridership
- generate revenue for the transit system

[29] See, RTD FasTracks' Strategic Plan for TOD, here: http://www.rtd-fastracks.com/media/uploads/main/TODStrategicPlanR.pdf
[30] See, Sound Transit's TOD Policy, here: http://www.soundtransit.org/sites/default/files/Reso2012-24-Attachment_a.pdf

Example: Ohlone-Chynoweth Station
VTA worked with Eden Housing, Inc to redevelop a 1,100 space park-and-ride at Ohlone-Chynowith Commons. This joint development created 194 units of affordable housing and other amenities for low-income residents.

Massachusetts Bay Transportation Authority (MBTA), *Massachusetts*

The Massachusetts Office of Commonwealth Development works with MBTA and local communities to use surplus MBTA property near transit stations to stimulate TOD. The purpose of this partnership is to secure federal funding for new rail and to promote TOD throughout the state. MBTA has a four-step approach for outreach, planning, development and marketing:

1) MBTA identifies surplus property for TOD
2) MBTA works with community to create TOD plan and development guidelines
3) MBTA and community collaborate and support the plan by implementing necessary zoning changes or permitting variances
4) MBTA issues RFP with guidelines (created with community involvement) for development to identify developers to purchase/lease and develop TOD sites

An important component of the process is an educational program that informs the community about the advantages and benefits of denser development and smart growth around transit.

Example: Ashmont Station at Peabody Square, Boston, Massachusetts
MBTA converted a 30,000 square-foot parking lot into a mixed-use development with retail and 100 units of affordable housing. This was a small parcel in a densely populated area where pedestrian access was important. MBTA worked with the developer, the neighborhood association and a real estate asset management company to create a plan for the best use of this property. Proceeds from the development will be used for station improvements. This popular plan attracted additional funds from the state legislature for rebuilding the station.

Findings: Transit-oriented development

Transit-oriented development can increase access to transit by promoting walkable, compact communities as well as affordable housing. TOD can also be a mechanism to increase or supplement transit parking. Transit agencies can often use opportunities to redevelop property, such as park-and-rides, to create mixed-use spaces while preserving or increasing transit parking. TOD can also be used to increase emphasis on the walk/bike environment and decrease reliance on private vehicles, if that is the community vision.

Key considerations

- Transit-oriented development can increase access to transit by promoting walkable, compact communities—as well as affordable housing. See text box to the right for more information.
- TOD can be used to increase, maintain or decrease transit parking supply, depending on the goals of the project.

- Transit agencies' typical goals for TOD include to increase ridership, promote sustainable and affordable communities, generate funding for transit, enhance transit assets, and reduce vehicle mode share.
- Transit-oriented development can be a valuable option for underutilized park-and-rides as well as surplus properties.

Recommended Next Steps

1. Transit-oriented development. Metro will seek opportunities to improve access to transit, promote walkable communities and increase affordable housing by pursuing transit-oriented development (TOD) opportunities with cities, other transit agencies and private developers.

a. Develop a framework for assessing the potential for TOD in projects to expand, maintain or surplus park-and-rides.
b. Seek partnership opportunities and pursue grants to implement TOD.
c. Identify potential TOD locations.

References

1. AECOM, Revised. (2012). *State Park-and-Ride Guide*. Florida Department of Transportation.
2. American Public Transportation Association. (2014). *APTA Standards Development Program Recommended Practice, Transit Parking 101*.
3. BART Board. (2005). *BART Transit-Oriented Development Policy*. Retrieved from: https://www.bart.gov/about/planning/policies.
4. BART Parking. (nd). Retrieved from: https://www.bart.gov/guide/parking.
5. Bort, Joseph P. (MetroCenter). (2007). *Reforming Parking Policies to Support Smart Growth, Toolbox/Handbook: Parking Best Practices & Strategies for Supporting Transit Oriented Development in the San Francisco Bay Area*. Metropolitan Transportation Commission.
6. Boston Region MPO. (nd). *Congestion Management Process (CMP) Report, Chapter 3: Performance Measures*. Boston Region Metropolitan Planning Organization. Retrieved from: http://www.ctps.org/cmp.
7. City of Bellevue. (2014). *Bellevue Transit Master Plan*. Retrieved from: http://www.bellevuewa.gov/transit-plan-documents.htm. City of Bellevue.
8. City of Seattle. (2012). *Transit Master Plan Final Summary Report*. City of Seattle Department of Transportation.
9. Dallas Area Rapid Transit (DART). (2008). *Transit-Oriented Development Policy and Guidelines*. Retrieved from: https://www.dart.org/about/todpolicy.asp
10. Dallas Area Rapid Transit. (2008). *Transit-Oriented Development (TOD) Guidelines: Promoting TOD Around DART Transit Facilities*.
11. Dallas Area Rapid Transit. (2008). *DART TOD Policy*. Retrieved from: https://www.dart.org/about/todpolicy.asp.
12. Eisen Letunic in association with Fehr & Peers and Nelson\Nygaard. (2012). *BART Bicycle Plan Modeling Access to Transit*. Bay Area Rapid Transit.
13. Federal Transit Administration. (2013). *Bicycles and Transit*. Retrieved from: http://www.fta.dot.gov/13747_14399.html. U.S. Department of Transportation.
14. King County Metro Transit. (2015). *Park-and-Ride Utilization Report Third Quarter 2015*. King County Department of Transportation.
15. King County Department of Transportation, Transit Oriented Development. (nd). Retrieved from: http://www.kingcounty.gov/transportation/kcdot/PlanningAnd Policy/RegionalTransportationPlanning/TransitOrientedDevelopment.aspx.
16. Los Angeles County Metropolitan Transportation Authority – Metro. (2014). *First Last Mile Strategic Plan & Planning Guidelines*. Southern California Association of Governments.
17. Mamun, Md Sha Al, & Lownes, Nicholas E. (2011). A Composite Index of Public Transit Accessibility. *Journal of Public Transportation*, *Vol. 14, No. 2*.
18. National Cooperative Highway Research Program. (2005). Transit-Oriented Development: Developing A Strategy to Measure Success. *Research Results Digest*. 294.
19. NC State Design. (nd). *Transit Oriented Development & Affordable Housing*. White Paper. Retrieved from: https://design.ncsu.edu/ah+sc/?page_id=114.
20. Nelson\Nygaard Consulting Associates. (2003). *Bay Area Rapid Transit: BART Station Access Guidelines.* Bay Area Rapid Transit.

21. Nelson\Nygaard Consulting Associates. (2010). *Transit Agency Parking Pricing and Management Practices*, *Peer Review*. Denver Regional Council of Governments.
22. Otak, Inc. (2013). *Hawaii Pedestrian Toolbox: A Guide for Planning, Design, Operations, and Education to Enhance Pedestrian Travel in Hawaii*. State of Hawaii, Department of Transportation.
23. Puget Sound Regional Council. (2015). *PSRC Transit Access Assessment Draft 2015 Work Plan – April 2015*. Puget Sound Regional Council.
24. Regional Transportation Authority (RTA) Board of Directors. (2010). *Transit-Oriented Development Policy*. Regional Transportation Authority.
25. Regional Transportation Authority. (2011). *Access & Parking Strategies for Transit-Oriented Development*. Regional Transportation Authority.
26. RTD FasTracks. (2006). *Strategic Plan for Transit Oriented Development*. Regional Transportation District.
27. RTD Transit Access Committee. (2008). *RTD Transit Access Guidelines*. Regional Transportation District.
28. RTD FasTracks. (2013). *Quality of Life: 2013 High Level Measures Report*. Regional Transportation District.
29. San Francisco Bay Area Rapid Transit District. (2003). *BART Transit Oriented Development Guidelines*. Bay Area Rapid Transit.
30. Pollack, Melinda & Prater, Brian. (2013). *Filling the Financing Gap for Equitable Transit-Oriented Development*. Enterprise Community Partners, Low Income Investment Fund, & Living Cities.
31. Program on Health, Equity and Sustainability. (nd). *Pedestrian Environmental Quality Index*. Retrieved from: http://www.sfhealthequity.org/elements/24-elements/tools/106-pedestrian-environmental-quality-index. San Francisco Department of Public Health.
32. Puget Sound Regional Council. (2014). *Summary of the Proposed REDI Fund*. Retrieved from: http://www.psrc.org/assets/11577/REDIFundFramework3pager.pdf?processed=true. PSRC.
33. Sound Transit Board. (2012). *Transit-Oriented Development Policy*. Retrieved from: http://www.soundtransit.org/tod. Sound Transit.
34. Sound Transit, Office of Planning and Development. (2013). *Parking Management Pilot Project, Draft Evaluation Report*. Retrieved from http://www.soundtransit.org/sites/default/files/project-documents/20150511_DEIS_booklet.pdf. Sound Transit.
35. Sound Transit. (2015). *Federal Way Link Extension, Draft EIS Summary: Route & Station Alternatives and Impacts*. Sound Transit.
36. Sprinkle Consulting Inc. (2007). Bicycle Level of Service Applied Model. Retrieved from: http://nacto.org/docs/usdg/bicylce_Level_of_service_model_sprinkle_consulting.pdf. National Association of City Transportation Officials.
37. TRA Associates and Nelson\Nygaard Consulting Associates, et al. (2007). *Transit Oriented Development Best Practices*. Greater Cleveland Regional Transit Authority.
38. TriMet. (2011). *Pedestrian Network Analysis*. Retrieved from: http://trimet.org/projects/pedestrian-network.htm. TriMet.
39. Transit Cooperative Research Program. (2012). *TCRP Report 153: Guidelines for Providing Access to Public Transportation Stations*: *Access Planning Spreadsheet Tool*. Retrieved from: http://www.trb.org/Main/Blurbs/166516.aspx. Transportation Research Board of the National Academies. Washington, D.C.

40. Transit Cooperative Research Program. (2008). *TCRP Report 128: Effects of TOD on Housing, Parking, and Travel.* Transportation Research Board of the National Academies. Washington, D.C.
41. Transit Cooperative Research Program. (2012). *TCRP Report 153: Guidelines for Providing Access to Public Transportation Stations*. Transportation Research Board of the National Academies. Washington, D.C.
42. Transit Cooperative Research Program. (2012). *TCRP Report 153: Guidelines for Providing Access to Public Transportation Stations: Appendix C: Transit Station Access Planning Tool Instructions.* Transportation Research Board of the National Academies. Washington, D.C.,
43. Transit Cooperative Research Program. (2003). *TCRP Report 100: Quality of Service Manual—2nd*. Transportation Research Board of the National Academies. Washington, D.C.
44. Transit Cooperative Research Program. (2013). *TCRP Report 165: Quality of Service Manual, Third Edition*. Transportation Research Board of the National Academies. Washington, D.C.
45. Washington Metropolitan Area Transit Authority. (2008). *Station Site and access Planning Manual.* Washington Metropolitan Area Transit Authority.
46. Webber, Robbie. (2014). *Performance Measures for Bicycle and Pedestrian Investments*. State Smart Transportation Initiative. Retrieved from: http://www.ssti.us/wp/wp-content/uploads/2014/09/Draft-bike-ped-PMs-for- PWPBPP.pdf.
47. Wilson, Richard. (2000). *Parking Management Toolkit: Strategies for Action in BART Station Areas*. Bay Area Rapid Transit.

Appendices

Appendix A: Ordinance requiring Access to Transit report

KING COUNTY

Signature Report

August 19, 2013

Ordinance 17641

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Proposed No. 2013-0230.2 **Sponsors** Dembowski

1 AN ORDINANCE relating to public transportation;
2 adopting updates to the Strategic Plan for Public
3 Transportation 2011-2021 and King County Metro Service
4 Guidelines; and amending Ordinance 17143, Section 4.
5 STATEMENT OF FACTS:
6 1. The King County council adopted the King County Metro Strategic
7 Plan for Public Transportation 2011-2021 ("the strategic plan") and the
8 King County Metro Service Guidelines ("service guidelines") in July 2011
9 via Ordinance 17143.
10 2. The regional transit task force recommended that the strategic plan and
11 service guidelines focus on the balancing of productivity, social equity and
12 geographic value in the distribution of transit service.
13 3. The strategic plan and service guidelines are meant to be living
14 documents, setting the policy for and guiding the implementation of the
15 Metro transit service network by responding to growth throughout the
16 county and incorporating regular review of policies by the regional transit
17 committee. The proposed 2013 updates of the strategic plan and service
18 guidelines address the following concerns:

1

19 A. The adoption of certain system-wide service standards, policies and
20 methodologies to determine whether proposed changes will have a
21 discriminatory impact based on race, color or national origin or will result
22 in a disproportionate burden on low-income populations, as required by
23 Title VI of the Civil Rights Act of 1964 and Federal Transit
24 Administration Circular 4702.1B;
25 B. Implementation of alternative services methodologies by updating of
26 the service guidelines consistent with strategies 2.1.4 and 6.2.4 adopted by
27 Ordinance 17386 in July 2012;
28 C. Revisions of the service guidelines to clarify language and policy
29 intent to provide greater transparency; and
30 D. Updating the strategic plan and service guidelines to better link
31 growth in transit service with growth and changes in communities in order
32 to implement Ordinance 17143, Section 8.
33 4. Access to transit is affected by many factors such as land use and
34 development, roadways, bikeways and pedestrian facilities, park and rides
35 and transit connectivity. Currently, Metro evaluates and estimates access
36 to transit through two key measures: the number of jobs and households
37 within one-quarter mile of a transit corridor and the number of jobs and
38 households within two miles of a park-and-ride facility. These measures,
39 however, do not account for the quality, availability or utilization of the
40 infrastructure that supports access to transit, in particular park-and-rides
41 and their role in aggregating transit riders in lower and moderate density

areas. Additionally, the infrastructure is owned or operated by a diverse list of organizations, including the Washington state Department of Transportation, Sound Transit and other transit agencies, King County, individual cities, private organizations, including for-profit and not-for-profit organizations, and a variety of partnerships. As a result of the diversity of ownership, cross-organizational planning tends to focus on project-specific access to transit, leaving an opportunity for a multiagency planning initiative that addresses the broader issue of access on a system-wide basis.

BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

SECTION 1. The King County Metro Transit Strategic Plan for Public Transportation 2011-2021 is hereby updated to incorporate one new strategy, an update to strategy 2.1.2 and updates to performance measures as provided in Attachment A to this ordinance.

SECTION 2. Ordinance 17143, Section 4, is hereby amended to read as follows:

The King County Metro Service Guidelines, dated July 17, 2013, which is Attachment B to ((~~Ordinance 17143~~)) this ordinance, are hereby adopted.

SECTION 3. A.1. By December 31, 2013, the executive shall transmit to the council and the regional transit committee, for acceptance by motion, a work plan to identify potential updates to the King County Metro Transit Strategic Plan for Public Transportation 2011-2021, related to park and rides and other infrastructure supporting access to transit.

2. The executive shall convene a work group, including representation from the Puget Sound Regional Council, Washington state Department of Transportation, Sound Transit, the transit division, executive and legislative branch staff, individual cities and private-sector representatives, to develop the work plan.

3. The work plan shall include the timelines, milestones, lead agency or jurisdiction and scope to identify:

a. the role of park and rides and other community infrastructure related to access to transit;

b. industry best practices and innovative approaches to improve access to transit capacity including but not limited to parking management, technology, non-motorized corridors, and transportation demand management;

c. options for regional needs reporting and funding of access to transit infrastructure;

d. model policy language that supports access to transit through transit-oriented communities and infrastructure; and

e. potential updates to the Strategic Plan for Public Transportation and Metro Service Guidelines to clarify the role, measurement and funding of access to transit as they relate to the King County Metro transit system.

4. The work plan shall be filed in the form of a paper original and electronic copy with the clerk of the council, who shall retain the original and provide an electronic copy to all councilmembers and members of the regional transit committee.

B. A report on the subjects described in subsection A.3.a. and b. of this section shall be transmitted by December 31, 2014, for consideration by the regional transit

87 committee and receipt of the report shall be acknowledge by the council by motion. The
88 report shall be filed in the form of a paper original and electronic copy with the clerk of
89 the council, who shall retain the original and provide an electronic copy to all
90 councilmembers and members of the regional transit committee.

91 C. A report or reports on the subjects described in subsection A.3. c., d. and e. of
92 this section shall be transmitted by December 31, 2015, for consideration by the regional
93 transit committee and receipt of the report or reports shall be acknowledged by the
94 council by motion. The report or reports shall be filed in the form of a paper original and
95 electronic copy with the clerk of the council, who shall retain the original and provide an
96 electronic copy to all councilmembers and members of the regional transit committee.

97 SECTION 4. By April 30, 2014, the executive shall transmit to the council and
98 regional transit committee, for acknowledgement of receipt by motion, a report
99 evaluating alternative measures for use in identifying crowded services and the related
100 transit service investment needs. These could include capacity measures that are not
101 based on the number of seats on the bus. The intent of this work is to consider whether
102 alternative measures or further changes of thresholds for passengers to seats should be
103 used to determine overcrowding. The report shall be filed in the form of a paper original
104 and electronic copy with the clerk of the council, who shall retain the original and

105 provide an electronic copy to all councilmembers and members of the regional transit
106 committee.
107

Ordinance 17641 was introduced on 5/6/2013 and passed by the Metropolitan King County Council on 8/19/2013, by the following vote:

Yes: 9 - Mr. Phillips, Mr. von Reichbauer, Mr. Gossett, Ms. Hague, Ms. Patterson, Ms. Lambert, Mr. Dunn, Mr. McDermott and Mr. Dembowski
No: 0
Excused: 0

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

Larry Gossett, Chair

ATTEST:

Anne Noris, Clerk of the Council

RECEIVED
2013 AUG 30 PM 3:51
CLERK
KING COUNTY COUNCIL

APPROVED this 30 day of August, 2013.

Caroline Whalen, for
Dow Constantine, County Executive

Attachments: A. Updates to the Strategic Plan for Public Transportation, 2011-2021 dated 7-17-13, B. King County Metro Service Guidelines dated 7-17-13

Appendix B: Proposed changes to the Strategic Plan related to access to transit

Note: Changes related to the Access to Transit study are noted in red below.

Changes to Chapter 2: A Pathway to the Future

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

~~King County is expected to add more than 185,000 new jobs and more than 180,000 new residents between 2010 and 2020[31]. As the region grows and the economy recovers~~ The number of people and jobs in King County is growing, and the demand for ~~travel will~~ public transportation continues to rise. Metro will prepare for this growth by seeking opportunities to expand service, by being more efficient, and by partnering with others to maximize the travel options available. Metro will also strive to improve access to transit—the ability of people to get to transit service and to get from transit service to their final destinations using a range of modes such as walking, biking, driving and other public transportation services. Access is affected by the environment—such as surrounding land use and connectivity, by the safety and security of the surrounding street and sidewalk network, by the availability of service at the access point, and other factors. **Intended outcome: More people have access to and regularly use public transportation products and services in King County.**

> **Strategy 3.2.1: Expand services to accommodate the region's growing population and serve new transit markets.**
>
> Population and employment growth are creating emerging and expanding travel markets throughout King County. These markets range from expanding employment centers such as Kirkland's Totem Lake or Seattle's South Lake Union to developing residential communities throughout King County. Metro has many tactics for accommodating growth, such as starting a new route, adding peak trips, extending hours of service to include the midday or evening, or modifying a route to serve a new location.
>
> **Strategy 3.2.2: Coordinate and develop services and facilities with other providers, local jurisdictions and the private sector to create an integrated and efficient regional transportation system that takes innovative approaches to improving mobility.**
>
> Metro collaborates with other agencies and organizations to build the best possible regional public transportation network, to make it easy for people to travel between transportation services, to maximize travel options, and to achieve efficiencies by providing services that are complementary rather than duplicative. For example, when Sound Transit introduces new services, Metro explores opportunities to restructure bus routes, improve service integration, enhance service and increase efficiency. By reconfiguring, reducing or eliminating poorly performing routes, Metro can free up resources to invest in routes with greater demand and unmet service needs. Where

parallel services exist, Metro can restructure routes to create service that is more frequent, productive and reliable.

Metro also coordinates with other agencies and jurisdictions to improve the efficiency of the system through transit speed and reliability improvements. Metro works independently and in coordination with local jurisdictions to implement improvements such as traffic signal coordination, transit queue-bypass lanes, transit signal queue jumps, transit signal priority, safety improvements, and stop consolidations. Metro also supports investments that improve service, attract transit riders, and achieve land-use goals that support transit services.

Metro also coordinates with other regional and local public transportation entities and the private sector on funding, design, construction and maintenance of capital ~~projects~~ facilities ~~Metro and other agencies have collaborated on the development of facilities~~ such as transit hubs, park-and-rides and stations to optimize intermodal connections, promote efficient operation and enhance access. Metro will take innovative approaches to improving mobility.

~~**Strategy 3.2.3: Work with transit partners, WSDOT and others to manage park-and-ride capacity needs.**~~

~~Park-and-ride locations provide access to the public transportation system for people who do not live near a bus route or who want the many service options available at park-and-rides. These facilities serve as a meeting place for carpool and vanpool partners and an addition to the capacity of the state and interstate highway system. The use of park-and-rides has increased in recent years, and many lots are at or over capacity every day. Figure 7 shows park-and-ride utilization over the past five years.~~

~~Metro will work with Sound Transit, WSDOT and others to explore affordable opportunities to increase park-and-ride capacity. Tactics for responding to demand include management of existing lots, education and marketing~~

Strategy 3.2.3: Facilitate convenient and safe access to transit by all modes.

Metro will work with public and private partners to promote access to transit through all modes, including walking, bicycling, taking connecting transit or paratransit services, or driving to a pick-up/drop-off point or park-and-ride. Tactics include facility design and infrastructure investments to enhance safety, security and connectivity.

Strategy 3.2.4: Work in collaboration with transit partners, WSDOT and other public and private partners to address transit parking capacity demand through a range of approaches that use resources efficiently and enable more people to access transit.

Park-and-ride locations provide access to the public transportation system for people who do not live near a bus route or who want the many service options available at park-and-rides. These facilities serve as a meeting place for carpool and vanpool partners, and add to the capacity of the state and interstate highway system. The use of park-and-rides continues to grow, and many lots are at or over capacity every day.

Metro will work with Sound Transit, WSDOT, local cities and others to explore affordable opportunities to increase park-and-ride capacity and enhance transit access. Tactics for responding to demand include managing existing lots, maximizing occupancy of existing spaces, considering additional potential for leased lots and shared parking, and creating new parking stalls. When creating new capacity, Metro will strive to meet multiple goals that respond to parking capacity demand while also creating mixed-use, transit-supportive development.

Metro will also pursue strategies to improve first/last mile connections and improve education and marketing. Metro will explore opportunities to improve bike and pedestrian access to park-and-rides and other hubs through improved connections, internal circulation, and enhanced facilities such as secure bike storage.

Objective 3.3: Support compact, healthy communities.

Communities that are compact and friendly to pedestrians and bicycles are most easily served by transit. Such communities foster healthier, more active lifestyles while reducing auto-dependency and associated road investments. By the same token, transit service can support and encourage development that is more compact. **Intended outcome: More people regularly use public transportation products and services along corridors with compact development.**

Strategy 3.3.1: Encourage land uses, policies, and practices that promote transit-oriented development and lead to communities that have good access to transit and that transit can serve efficiently and effectively.

Metro encourages the development of transit-supportive, pedestrian-friendly communities by ~~consulting~~ working with jurisdictions and ~~serving~~ providing services to transit-oriented developments. Metro recommends strategies for jurisdictions and agencies to make communities more transit-friendly. Metro also partners with jurisdictions, other agencies and the private sector to spur transit-oriented development through redevelopment opportunities at, or adjacent to, park-and-rides, transit hubs and stations along major transit corridors.

Strategy 3.3.2: Support bicycle and pedestrian access to jobs, services, and the transit system.

Metro collaborates with local jurisdictions, transit agencies and others to enhance bike and walk connections to transit. Metro develops programs and facilities to improve bicyclists' and pedestrians' connections to transit. Metro also collaborates with public and private partners to enhance the use of bicycles for commute and non-commute purposes to help reduce drive-alone travel. Metro provides three-position bike racks on transit vehicles and is working to increase the availability of secure bicycle parking at new and existing Metro transit facilities. Metro will also explore opportunities to coordinate with local jurisdictions to address safety and security concerns and improve wayfinding measures for all populations. Metro will seek opportunities to improve nonmotorized access and facilities at park-and-rides and major transit hubs.

Changes to Chapter 3: Plan Performance Monitoring

GOAL	MEASURES
2	Population within a ¼-mile walk ~~access~~ to a transit stop ~~or 2-mile drive to a park-and-ride, reported separately~~ Number of jobs within a ¼-mile walk ~~access~~ to a transit stop ~~or 2-mile drive to a park-and-ride, reported separately~~ Number of students at universities and community colleges that are within a ¼-mile walk ~~of~~ to a transit stop Percentage of households in low-income census tracts within a ¼-mile walk ~~of~~ to a transit stop ~~or 2-mile drive to a park-and-ride, reported separately~~ Percentage of households in minority census tracts within a ¼-mile walk ~~of~~ to a transit stop ~~or 2-mile drive to a park-and-ride, reported separately~~ Population within ½ mile of stops with frequent service Number of jobs within ½ mile of stops with frequent service Households within specific ranges of distance from frequent service Average number of jobs and households accessible within 30 minutes countywide (total population, low-income population, minority population)* - *see note below* Average number of jobs and households accessible within 30 minutes from regional growth centers, manufacturing/industrial centers, and transit activity centers* - *see note below* Vanpool boardings Transit mode share by market Student and reduced-fare permits and usage Accessible bus stops Access registrants Access boardings/number of trips provided by the Community Access Transportation (CAT) program Requested Access trips compared to those provided Access applicants who undertake fixed-route travel training
3	All public transportation ridership in King County (rail, bus, Paratransit, Rideshare) Transit rides per capita Ridership in population/business centers Employees at CTR sites sharing non-drive-alone transportation modes during peak commute hours Employer-sponsored passes and usage Park-and-ride capacity and utilization (individually and systemwide); capacity and utilization of park-and-ride lots with frequent service HOV lane passenger miles Bike locker capacity and utilization (including number of locations with bike lockers)

*Note: These two metrics measure the accessibility of the county using the transit system, or what can be accessed via transit within a given time from a given location. Because buses run on schedules, trip times can vary greatly depending on the exact time the trip begins. For this reason, we compute the number of jobs and households that a person can reach from particular locations at multiple different times, averaged throughout the day. For the countywide measures, we conduct the same computations, but we choose multiple starting locations throughout the county. These results provide a picture of how many jobs the average King County resident can access via transit within 30 minutes.

ATTACHMENT 2

December 22, 2015

The Honorable Larry Phillips
Chair, King County Council
Room 1200
C O U R T H O U S E

Dear Councilmember Phillips:

As required by Ordinance 17641, I am transmitting to the King County Council a motion to accept the King County Metro Transit Access to Transit Phase 2 Report, included as Attachment A. The attached report is the final step of the Access to Transit Study ("Study") to identify opportunities to improve access to transit, with a focus on infrastructure. A work plan for the Study was transmitted to Council and accepted in March 2014 by Motion 14089. The work plan included the timeline, milestones, lead agency or jurisdiction, and scope to define:

a. *the role of park and rides and other community infrastructure related to access to transit;*
b. *industry best practices and innovative approaches to improve access to transit capacity including but not limited to parking management, technology, non-motorized corridors, and transportation demand management;*
c. *options for regional needs reporting and funding of access to transit infrastructure;*
d. *model policy language that supports access to transit through transit-oriented communities and infrastructure; and*
e. *potential updates to the Strategic Plan for Public Transportation and Metro Service Guidelines to clarify the role, measurement and funding of access to transit as they relate to the King County Metro transit system.*

In this report, King County Metro Transit ("Metro") addresses items c, d, and e. The report explores needs assessment and reporting, funding, policies, and regional coordination

concerning access to transit. Two areas of particular interest, transit parking and transit-oriented development, are discussed. The report also identifies steps Metro will take to improve access to transit, including an expanded parking program, discussion of a regional parking permit program, and continued participation in the Puget Sound Regional Council's Transit Access Assessment. To support future actions, the report recommends policy language to be considered in Metro's 2015 update of the Strategic Plan for Public Transportation. As directed by Strategy 6.1.2 in the current Strategic Plan, Metro is also developing a long-range plan that will identify the service and supporting capital elements of a future Metro transit network. This long-range plan, which will be developed by the fourth quarter of 2016, will also discuss access to transit needs.

This report and the Study will help ensure progress toward meeting the goals of the King County Strategic Plan and the Equity and Social Justice Initiative. The eight County goals of safety, human potential, economic growth, environmental sustainability, service excellence, financial stewardship, public engagement and transparency, and quality workforce are mirrored in Metro's Strategic Plan. It will also help Metro and the County respond to Objective 2 of Goal 3 (Economic Growth and Built Environment) of the King County Strategic Plan, which is to "meet the growing need for transportation services and facilities throughout the county."

In addition to the development of this report, Metro has been actively participating in the regional Transit Access Working Group facilitated by the Puget Sound Regional Council. Metro is working with this group to track and coordinate with several efforts in the region on related topics, including the Sound Transit Parking Permit Program and Parking Pilot study, the Washington State Department of Transportation study to Maximize the Efficiency and Increase Person Occupancy at Overcrowded Park-and-Ride Lots (conducted with contributions from Sound Transit and King County Metro), and the King County/Sound Transit Nonmotorized Connectivity Study.

It is estimated that this report required 200 staff hours to produce, costing $12,000, with minimal printing costs.

Thank you for your consideration of this motion to accept the last phase report of the Study. The Study is an important part of Metro's long-range planning effort and will help the County better understand how infrastructure investments affect access to transit. This will enable Metro to make the best use of the County's transit resources to deliver high-quality services that get people where they want to go.

If you have any questions, please contact Christina O'Claire, Manager of Strategy and Performance, at 206-477-5801, or via email at christina.oclaire@kingcounty.gov.

Sincerely,

Dow Constantine
King County Executive

Enclosures

cc: King County Councilmembers
ATTN: Carolyn Busch, Chief of Staff
Anne Noris, Clerk of the Council
Carrie S. Cihak, Chief of Policy Development, King County Executive Office
Dwight Dively, Director, Office of Performance, Strategy and Budget
Harold S. Taniguchi, Director, Department of Transportation (DOT)
Kevin Desmond, General Manager, Metro Transit Division, DOT
Victor Obeso, Deputy General Manager, Planning and Customer Services, Metro Transit Division, DOT
Christina O'Claire, Manager, Strategy and Performance, Metro Transit Division, DOT
Lisa Shafer, Transportation Planner, Strategy and Performance, Metro Transit Division, DOT

King County

Metropolitan King County Council
Transportation, Economy and Environment Committee

STAFF REPORT

Agenda Item:	10	**Name:**	Paul Carlson
Proposed No.:	2016-0240	**Date:**	May 31, 2016

SUBJECT

A motion accepting the report on an implementation plan for an engagement process and an alternative services program providing service between the UW-Bothell and Cascadia College campus and the cities of Woodinville and Bothell. This report was required by the 2015-2016 biennium budget ordinance 17941, section 113, as amended by Ordinance 18110, Section 49, Proviso P8.

SUMMARY

Following Council direction, the King County Transit Division conducted an outreach and planning process to identify potential alternative service projects to provide connections between UW Bothell-Cascadia College and the cities of Bothell and Woodinville. The report includes a recommendation for five alternative service concepts, which together would address multiple needs identified through the outreach process.

Acceptance of the report would affirm the Council's support for continued efforts to implement this set of alternative services options in partnership with Bothell, Woodinville, the colleges, and other stakeholders.

BACKGROUND

Proposed Motion 2016-0240 and supporting materials (the Report, Executive's transmittal letter, Public Engagement Report) are available here:

http://mkcclegisearch.kingcounty.gov/LegislationDetail.aspx?ID=2707411&GUID=AB3CF83E-1274-4574-A516-D24AE126D259&Options=ID|Text|&Search=2016-0240

The budget proviso was included in Ordinance 18110, amending the 2015-2016 biennium budget, to ensure consideration of transit service needs in the Bothell-Woodinville area, including the UW Bothell-Cascadia College campus. The relevant section of Proviso P-8 is reproduced on pages 9-10 of the Report.

Table 1. Contents of the Bothell Woodinville Alternative Services Proviso Report

Report Section	Pages
Alternative Services Program overview	9
Legislative Context: Ordinance 18110	9-10
Partnership with UW Bothell	10-12
March 2016 Service Changes Affecting the Area	12-13
Planning Process – Public Engagement	14-17
Integrating Equal and Social Justice into the Process	18-19
Findings	20-22
Alternative services concepts for implementation in Bothell and Woodinville	23-25
Community Van	26-28
Real-time Rideshare	28
Commuter Van Programs (TripPool and home-end Vanshare)	28-31
Woodinville Tourist District Partnership	31-32
Education Campaign with Incentives	32-33
A Note about Community Shuttles	32-33
Implementation Work Plan	34
A Plan for the Implementation of the Alternative Services Program	34-37
Community Outreach Plan	38-41
Estimated Costs of Implementation	41-42
Potential Ridership	42-46
Comparison of Estimated Cost and Ridership	46-49
Conclusion	49
Appendix: UW Bothell Student Reports (identification of transit gaps, draft survey that informed the second outreach survey)	A-1 – A-24

The Public Engagement Report for this process is a separate document transmitted with the legislative package.

The executive summary (pages 6-8) provides an overview of:

- The needs assessment process involving stakeholders and the community, with supporting analytical work by UW Bothell students;
- The transportation needs and gaps identified through this process;
- Five suggested alternative services concepts for implementation; and
- Next steps.

The transportation needs and gaps were identified through the Needs Assessment and refined through the Concepts Analysis segments of the Public Engagement process.

Transportation needs in priority order as identified by the community: (1) Reliable service, (2) Access to transit and park-and-rides, (3) On-demand service, (4) Flexible service, and (5) Information and awareness about existing service and tools.

Transportation gaps include lunchtime trips from UW Bothell/Cascadia campus and business parks; student and faculty longer-distance travel needs; unreliable existing service; low awareness of existing service and tools; access to the Woodinville Tourism District; general commute needs; access to transit; and campus garage congestion.

As context, the Report identifies existing fixed-route services in the area. King County Metro Routes 238, 312, 372 and DART 931 are mentioned because they were modified in March 2016, but other Metro routes include Route 236, 237, 311, 342 and in September 2016 the new 243; ST Routes 522, 532, and 535 serve parts of the area as do Community Transit Routes 105, 106, 120 and 424.

The Report recommends an alternative services package with five components. On pages 24-25, the product concepts and a service delivery package are broadly described. The five components are described in more detail on pages 26-32:

Community Van (pages 26-28):

- One-time and regularly scheduled trips respond to community needs.
- King County Metro owns vans and provides fuel, maintenance, and insurance. Volunteer drivers are screened and approved by Metro.
- A part-time community transportation coordinator (CTC), working under a local partner jurisdiction and partly funded by Metro, arranges trips, promotes the service, collects fares and keeps ridership records.
- Standard Metro fares (ORCA pass registered with CTC, mobile ticket, paper ticket purchased from CTC).
- Partnership essential for program to work.

Real-Time Rideshare (page 28):

- A mobile app called iCarpool allows drivers and would-be riders to find each other for individual trip needs.
- Trip count maintained at RideshareOnline.com.
- The app allows drivers and the app vendor to split a charge paid by the rider ($1.50 for the first five miles, then $0.26/mile with $0.17 going to the driver and $0.09 to the app vendor).

Commuter Van Options: TripPool and home-end Vanshare (pages 28-31):

- These two programs address commuters' first- and last-mile connections between home and a park-and-ride. They have the capability of bringing more riders per personal vehicle to the park-and-ride.
- TripPool provides a driver with a van, fuel, maintenance, insurance, a guaranteed space at a park-and-ride, driver orientation and a guaranteed emergency ride home. In exchange the driver provides morning and afternoon trips to riders who sign up through the iCarpool app. Riders are charged the iCarpool fare but can

be credited if they sign up at RideshareOnline.com and can be fully reimbursed if they link to an ORCA card. Rides will be counted in the RidershareOnline.com calendar.

- Vanshare is for groups of five or more commuters who need a regularly-scheduled first- and last-mile connection between home and a park-and-ride. Vanshare group members split the $185 monthly fee for a van, fuel, maintenance and insurance.

Woodinville Tourist District Partnership (page 31):

- The outreach process identified a need for specialized trips to the tourism area. These include weekend and evening trip for tourists to and from hotels, and employee work commutes that may include irregular schedules and off-peak travel. Trip needs could be addressed through a partnership, to be negotiated, with Uber, Lyft and taxi companies[1].

Education Campaign with Incentives (page 32):

- Metro recommends a community-wide campaign about alternative transportation options using a webpage, social media, direct mail and limited-time incentives for individuals who switch to one of the options made available.

Table 2.
Estimated Two-Year Costs and Ridership for Bothell Woodinville Proposal

	Capital	Two-Year Operating	Two-Year Total*	Low-High Ridership Estimate
Community Van	$88,000	$157,000	$246,000	7,100 - 12,522
Real-time Rideshare	0	$20,000	$24,000	1,384 - 2,444
TripPool/Vanshare	$148,000	$165,000	$316,000	2,340 - 4,054
Woodinville Tourist	0	$10,000	$10,000	NA
Education campaign	0	0	$30,000	NA
	$236,000	**$352,000**	**$626,000**	**10,824 - 19,020**

*Includes startup/promotional costs (does not include planning process costs)

Implementation Work Plan

The Implementation Work Plan is described on pages 34-49. Next steps are:

- Phase 1: Partnership Development
- Phase 2: Vehicle Acquisition and Logistics
- Phase 3: Education, Recruitment, Promotion, and Marketing

[1] King County Metro currently has a small contract with Uber and Lyft for emergency ride home services and could potentially expand on this relationship.

Table 3, on page 36, summarizes how each of the phases would apply to the five components. Metro staff estimates full implementation would require a year from the start of implementation, with intermediate actions phased in along the way

ANALYSIS

The report provides detailed information about the process of working with a community to identify alternative transit options, resulting in a recommended set of programs whose utility is explained. Acceptance of the report would encourage King County Metro focus on continuing to work with the community to implement alternative services.

ATTACHMENTS

1. Proposed Motion 2016-0240 and attachments
2. Transmittal Letter
3. King County Metro presentation

INVITED

- Carol Cooper, Supervisor Market Development, King County Transit Division
- Catherine Snow, Transportation Planner, King County Transit Division

[Blank Page]

ATTACHMENT 1

KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

May 26, 2016

Motion

Proposed No. 2016-0240.1 **Sponsors** Dembowski and Kohl-Welles

A MOTION accepting a report by the department of transportation including an implementation plan for an engagement process and an alternative services program providing service between the campus of the University of Washington-Bothell and Cascadia Community College and the cities of Woodinville and Bothell as required in the 2015/2016 Biennial Budget Ordinance, Ordinance 17941, Section 113, as amended by Ordinance 18110, Section 49, Proviso P8.

WHEREAS, the King County Metro's Alternative Services program brings transportation service to parts of King County that do not have the infrastructure, density or land use to support traditional fixed-route bus service, and

WHEREAS, the King County council approved $12,000,000 for these alternative services in the 2015-2016 biennium budget, and

WHEREAS, Ordinance 18110, Section 49, Proviso P8, amended the 2015/2016 Biennial Budget Ordinance, Ordinance 17941, to withhold the expenditure or encumbrance of $1,000,000 of the $12,000,000 until the executive transmits a report and a motion that accepts the report and the motion is passed by council, and

WHEREAS, the report must address but not be limited to:

"1. A plan for implementation of an alternative services program providing service between the campus of the University of Washington-Bothell and Cascadia Community College and the cities of Woodinville and Bothell, which shall be designed to address travel needs of college students and employees; individuals living or working in the cities of Woodinville and Bothell; and other transit consumers;

2. The community outreach plan used to identify stakeholders. The plan shall include members of the public; students, staff, and administrators of the University of Washington-Bothell and Cascadia Community College; local governments; private businesses; and other transit agencies providing service in the area, who shall be consulted on the design, financing, and implementation of the alternative services program;

3. The costs of implementation of a preferred alternative services program and any financial partnerships developed to pay for these costs;

4. Potential ridership including individuals affected by other bus service changes, geographic coverage, access and linkage to the regional transit network and the services being or planned to be delivered; and

5. A comparison of this alternative services program's estimated cost and ridership with the cost and ridership of other alternative services programs operated by the county in the past five years," and

WHEREAS, in January, February and March of 2016, in partnership with the cities of Bothell and Woodinville, the University of Washington Bothell and Cascadia

College, King County Metro staff conducted a public engagement process to identify transportation needs and gaps in Bothell and Woodinville, and

WHEREAS, the results of the public engagement process were community-led recommendations for a suite of alternative service solutions to address transportation needs and gaps in Bothell and Woodinville;

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

The report entitled Bothell Woodinville Alternative Services Proviso Report, included as Attachment A to this motion, describing an engagement process and an implementation plan for an Alternative Services program providing service between the campus of the University of Washington-Bothell and Cascadia College and the cities of Woodinville and Bothell is hereby accepted as required in the 2015/2016 Biennial Budget

Ordinance, Ordinance 17941, Section 113, as amended by Ordinance 18110, Section 49, Proviso P8.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

_____

J. Joseph McDermott, Chair

ATTEST:

_____

Anne Noris, Clerk of the Council

APPROVED this _____ day of _____, _____.

_____

Dow Constantine, County Executive

Attachments: A. Bothell Woodinville Alternative Services Proviso Report

Attachment A

King County

Bothell Woodinville Alternative Services Proviso Report

April 29

2016

A report written in response to King County Ordinance 17941, Section 113, as amended by Ordinance 18110, Section 49 B, Proviso P8

Alternative Services,
Market Development,
Metro, DOT

Table of Contents

List of Figures 4

List of Tables 4

Acknowledgements 5

Executive summary 6

- Identified transportation needs 6
- Identified transportation gaps 6
- Suggested Alternative Service Concepts for Implementation 7

Background 9

- Alternative Services Program overview 9
- Legislative context: Ordinance 18110 9
- *Ordinance 18110, Page 55, P8-B, File#2015-0232 (Excerpt)* 9
- Partnership with UW Bothell 10
- March 2016 service changes to routes serving Bothell and Woodinville 12
  - Route 238 – Totem Lake to UW Bothell/Cascadia College campus 12
  - Route 372 – UW Seattle to UW Bothell/Cascadia College campus 12
  - Routes 372, 312, 522 – 522 corridor 12
  - Route 522 12
  - DART Route 931 – Redmond to UW Bothell/Cascadia College campus 12

Planning process 14

- Public engagement 14
  - Overview 14
  - Engagement goals 14
  - Key stakeholders 15
  - Outreach activities 15
- Integrating equity and social justice into the process 18
  - Survey Participation 18
  - Stakeholder Working Group 18
  - Outreach to specific groups 18

Findings 20

- Transportation needs (ranked by community-identified priority) 20
- Transportation gaps 20
- Needs assessment survey results 20

Alternative services concepts for implementation in Bothell and Woodinville 23

- Community van 26
  - Benefits 26
  - Benefits for the community 26
  - Benefits for riders 27

Why it's a good fit 27
Partnership 27
Real-time rideshare 28
Benefits 28
Why it's a good fit 28
Partnership 28
Commuter van programs (TripPool and home-end Vanshare) 28
Benefits to the community 30
Benefits to riders 30
Why it's a good fit 30
Partnership 31
Woodinville Tourist District Partnership 31
Education Campaign with Incentives 32
A Note about Community Shuttles 32
Implementation Work Plan 34
A Plan for the Implementation of the Alternative Services Program 34
Community Outreach Plan 38
Estimated Costs of Implementation 41
Potential ridership 42
General Assumptions 42
Specific Assumptions 43
Limitations 46
A Comparison of the Alternative Services Program's Estimated Cost and Ridership 46
Conclusion 49

List of Figures

Figure 1: March 2016 service changes in Bothell and Woodinville 13
Figure 2: Three phases of public engagement 14
Figure 3: Bothell Woodinville public engagement (Sept 2015-March 2016) 16
Figure 4: Alternative service product concepts for Bothell and Woodinville 24
Figure 5: Alternative Services concept delivery package 25

List of Tables

Table 1: Excerpt from UW Bothell Community Based Learning Program Agreement 11
Table 2: Customer concept preference survey results - prioritization of needs 22
Table 3: Summary of implementation work plan 36
Table 4: Estimated project costs 42
Table 5: Market and ridership potential 45
Table 6: Previously Implemented Alternative Services - Two-Year Ridership Estimates 46
Table 7: Bothell Woodinville Alternative Services two-year ridership potential 47
Table 8: Cost comparison of previously implemented Alternative Service projects 48

Acknowledgements

The process leading up to this report has been a multi-stakeholder partnership. Metro would like to acknowledge the following groups and individuals for their contributions.

Councilmember Rod Dembowski and his staff, especially Elizabeth Evans Webb, initiated this work and brought the relevant parties to the table.

The University of Washington Bothell partnered with Metro on the needs assessment process through the university's Community Based Learning program. In particular, Metro thanks Kelly Snyder, Assistant Vice Chancellor Government Relations; Kara Adams, Interim Director of Community Based Learning and Research; Dr. Kari Lerum; Dr. Santiago Lopez; Dr. Shauna Carlisle; and the students of BIS 312A and B and BIS 442.

Cascadia College supported the public engagement process. The cities of Bothell and Woodinville contributed staff time, meeting space, and outreach support.

The members of the Stakeholder Working Group contributed their time and ideas and provided key insight and recommendations to Metro. They helped shape the Alternative Services concept plan recommended in this report.

Executive summary

This report is a response to King County Ordinance 18110, which included direction to Metro to develop, "a plan for implementation of an alternative services program providing service between the campus of the University of Washington-Bothell and Cascadia Community College and the cities of Woodinville and Bothell, which shall be designed to address travel needs of college students and employees; individuals living or working in the cities of Woodinville and Bothell; and other transit consumers."

Alternative Services is a Metro demonstration program that develops and tests alternatives to fixed-route bus service and implements those services in communities to address unmet transportation needs, fill mobility gaps, and complement the existing transit network.

During the first quarter of 2016, a team of Metro staff members worked in partnership with the cities of Bothell and Woodinville and the University of Washington Bothell (UW Bothell) and Cascadia College (formerly known as Cascadia Community College) to ask the public about transportation needs and gaps in those communities. This process included two community surveys, regular meetings of a Stakeholder Working Group, and three Community-Based Learning partnerships with UW Bothell students. The students' work can be found in the Appendix. The findings of the needs assessment is summarized below.

Identified transportation needs

- Reliability
- Access to transit
- On-demand service
- Flexible routing
- Transportation service information

Identified transportation gaps

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

After identifying and prioritizing transportation needs and gaps in Bothell and Woodinville, the Metro team worked with the stakeholders in an iterative process to develop solution concepts to address those needs and gaps.

Although the project focus was on alternative services, the public engagement process also identified a strong desire for additional fixed-route service in these two communities.

Customers pointed to overcrowding, reliability issues, and a growing population as particular challenges. Fortunately, the March 2016 service change package included service improvements on routes that serve Bothell and Woodinville. These improvements include increased frequency and span of service on Route 372 between the UW Bothell/Cascadia College campus and the SR-522 corridor and the expansion of the 931 DART area to parts of Woodinville that have limited fixed-route service, bringing service to Green Heights Senior Apartments and some mixed-use developments. These improvements will help address many of the needs expressed during the outreach, especially the top-priority needs for reliable service and access to the regional transit network.

Suggested Alternative Service Concepts for Implementation

To address the transit gaps not affected by the March service change, Metro suggests the following alternative services concepts for implementation:

1. **A community van program** that could provide pre-arranged recurring or one-time group trips in Metro vans, especially for students and workers seeking to access downtown Bothell and Woodinville for shopping and services.

2. **A real-time rideshare program** that would promote informal carpooling that's coordinated using a mobile application, especially for students and workers who have dynamic schedules but want to save money on transportation.

3. **A commuter van program (TripPool and home-end Vanshare)** that would address commuter first-mile/last-mile needs, especially to address access to transit and park-and-ride overcrowding.

4. **A promotional partnership in the Woodinville Tourist District** that could promote the use of transportation network companies or taxis to reach tourist destinations which lie outside the transit network.

5. **An education campaign** that would raise awareness of transit tools and services.

This multi-faceted approach will address the many diverse needs and disparate transportation gaps in these communities. Note, however, that partnership is the foundation on which all successful alternative services programs are built. Officials with the City of Bothell and UW Bothell have already expressed enthusiasm about the community van program and were open to exploring partner contributions that may include housing and managing a community transportation coordinator and providing vehicle parking. Partner contributions for real-time ridesharing and a commuter van program can include contributing to promotional efforts, assisting with communication and outreach, and helping to securing parking space.

The alternative services concepts identified for implementation in Bothell and Woodinville are estimated to have lower costs than the alternative services currently operated in King County all of which are community shuttles. Vehicle and fuel costs are lower because the vehicles used for community and commuter van programs are smaller than those used for the community

shuttles that have been implemented to-date. Estimated operating costs are lower because community shuttles use paid contracted operators while the alternative services concepts identified for Bothell and Woodinville all leverage volunteers in the community to provide shared rides.

Because the suggested alternative services concepts identified for implementation in Bothell and Woodinville are new, it is difficult predict potential ridership. Metro has calculated potential ridership estimates for two ridership scenarios, “conservative” and “optimistic.” These ridership scenarios make use of the results of the Alternative Services Preferences Survey developed as part of the Community-Based Learning partnership with UW Bothell students.

In the coming months Metro will work closely with UW Bothell, Cascadia College and the cities of Bothell and Woodinville to refine the solution concepts, provide information and material as needed to support organizational decision-making, and draft the legal and operational frameworks necessary for successful implementation. This is an opportunity for us to learn together and Metro is pleased to be working with these stakeholders in the development of new ways to improve local mobility for residents, employees, students and others in the area.

Background

Alternative Services Program overview

King County Metro's Alternative Services Program was created to develop and test new transportation services for areas of King County that, as noted in Metro's Strategic Plan, may lack the kind of land use, infrastructure, and density that support the cost-effective use of traditional fixed-route bus service. In these areas, alternative transportation services may be a better match for community needs—and more cost effective.

With the adoption of the King County Metro Five Year Implementation Plan for Alternatives to Traditional Transit Service Delivery in 2012 and a $12 million 2015/2016 appropriation in Ordinance 17941, Metro has been providing more of these innovative transportation options by developing two-year demonstration programs tailored to the needs of local communities. These projects build on Metro's Five-Year Implementation Plan for Alternatives to Traditional Transit Service Delivery, and are designed both to mitigate significant impacts of the September 2014 service cuts and to complement Metro's existing fixed-route bus network. A report on the first eighteen months of the program is due to King County Council in the fall of 2016.

Legislative context: Ordinance 18110

On Sept. 14, 2015, the King County Budget and Fiscal Management Committee passed Ordinance 18110, which amended the 2015/2016 Biennial Budget ordinance (Ordinance 17941). The ordinance requires Metro to develop a plan for providing alternative services between the campus of the University of Washington Bothell and Cascadia College (UW Bothell/Cascadia College campus), and the cities of Woodinville and Bothell. This ordinance gave rise to the Bothell Woodinville Alternative Services project. The project's needs assessment process and public engagement took place during the first quarter of 2016.

The following excerpt from Ordinance 18110 outlines the requirements of this report.

> ***Ordinance 18110, Page 55, P8-B, File#2015-0232 (Excerpt)***
>
> *B. Of this amount, $1,000,000 may not be expended or encumbered until the executive transmits a report and a motion that accepts the report, and the motion is passed by the council. The motion shall reference the subject matter, the proviso's ordinance, ordinance section and proviso number in both the title and the body of the motion.*
>
> *The report shall address, but not be limited to:*
>
> 1. ***A plan for implementation of an alternative services program*** *providing service between the campus of the University of Washington-Bothell and Cascadia Community College and the cities of Woodinville and Bothell, which shall be designed to address travel needs of college students and employees; individuals living or working in the cities of Woodinville and Bothell; and other transit consumers;*

2. ***The community outreach plan*** *used to identify stakeholders. The plan shall include members of the public; students, staff, and administrators of the University of Washington-Bothell and Cascadia Community College; local governments; private businesses; and other transit agencies providing service in the area, who shall be consulted on the design, financing, and implementation of the alternative services program;*

3. ***The costs of implementation*** *of a preferred alternative services program and any financial partnerships developed to pay for these costs;*

4. ***Potential ridership*** *including individuals affected by other bus service changes, geographic coverage, access and linkage to the regional transit network and the services being or planned to be delivered; and*

5. ***A comparison of this alternative services program's estimated cost and ridership*** *with the cost and ridership of other alternative services programs operated by the county in the past five years.*

   The executive must file the report and motion required by this proviso by April 30, 2016, in the form of a paper original and an electronic copy with the clerk of the council, who shall retain the original and provide an electronic copy to all councilmembers, the council of staff, the policy staff director and the lead staff for the transportation, economy and environment committee, or its successor.

Partnership with UW Bothell

The needs assessment and community engagement for this project were carried out in partnership with the University of Washington Bothell (UW Bothell). Under the university's Community-Based Learning Partnership program, Metro staff members worked with undergraduate students to learn about transportation mobility needs and gaps in Bothell and Woodinville. As shown in Table 1, the partnership gave students an opportunity to put their education into action while learning about transportation planning.

Three courses participated in this partnership: two sections of BIS 312, Approaches to Social Research, and one section of BIS 442, Advanced Geographic Information Systems. Additional students contributed to the survey data analysis for extra credit. The BIS 312 students contributed to the development of the second survey and made key recommendations for how to evaluate the community's preferences for different alternative services. The BIS 442 students used their GIS skills to conduct a gap analysis of the communities to identify areas in need of alternative service projects based on different factors. The original student work is included in the Appendix.

In addition to their contribution to the needs assessment and community engagement, the students provided important local insight into student travel patterns and needs. Metro staff members met for approximately one hour with each section and spent time listening to the students' perspectives and experiences with transit, parking, traffic, and other transportation

issues. At the end of the process, the students prepared presentations with recommendations for Metro and members of the public.

Table 1: Excerpt from UW Bothell Community Based Learning Program Agreement

UW Bothell Alternative Services Project: Community-Based Learning Course Deliverables	
Course Objective: Identify and prioritize travel needs of UW Bothell and Cascadia Community College students and employees, individuals living or working in the cities of Woodinville and Bothell, and other transit consumers.	**Jan 4-March 18 2016**
Advanced GIS (BIS 422)	
Spatial Analysis of Transportation Needs: Using spatial tools represent transportation needs/gaps in Bothell and Woodinville **(**2-5 pages). Maps may include: • Origin-Destination maps of UW B commuters • Concentrations of low-income and minority populations in Bothell and Woodinville • Concentrations of youth, students, or people without access to a car • Walkshed maps of existing transit routes (daytime vs night service) • Active transportation routes and facilities that access UW Bothell • Mode Split by Destination • Ridership on current routes • Existing rideshare participation rates	**March 4**
Approaches to Social Research (BIS 312)	
Alternative Services Preferences Survey: Write and conduct a survey of Bothell and Woodinville residents to understand their preferences of the different alternative service options. Survey might look at the following topics: • Preferences for the Alternative Services options (vanpool, Vanshare, shuttle, TripPool, etc.) • Likelihood to ride different options • Frequency respondents would ride different options • Origin-Destination respondents would like for different options • Willingness to volunteer as a rideshare driver	**Feb 4**
Quantitative Methods Extra Credit Students:	
Survey Analysis of One Survey: Analyze and report on the results of the first survey (Needs Assessment Survey) Include charts and graphs and some interpretation of the data.	**Survey 1: Jan 22**
All Courses	
Final Presentation: 15-20 min presentation to the Stakeholder Working Group, including the community context, analysis of current service, survey methodology, survey results and analysis, and recommendations.	**March 11**

March 2016 service changes to routes serving Bothell and Woodinville

The goal of the Alternative Services program is to complement the fixed-route bus network by filling transportation gaps in areas where fixed-route may not be the most cost-effective solution. In order to understand the transportation gaps, a comprehensive service assessment was conducted including an analysis of the March 2016 service changes that would affect Bothell and Woodinville. These changes, as implemented on March 26, 2016, are outlined below and in Figure 1.

Route 238 – Totem Lake to UW Bothell/Cascadia College campus

Route 238 has been extended from the campus to Woodinville on weekdays only, to replace coverage lost by ending Route 372 at the campus. Route 372 is a very busy route, but attracts very little ridership east of the campus, so the area has been overserved with articulated buses. Route 238 will provide a more appropriate vehicle for the market. This change will also improve reliability on Route 372 by shortening it.

Route 372 – UW Seattle to UW Bothell/Cascadia College campus

As part of the Link Light Rail service restructure the frequency of Route 372 has been increased, and shortened to end at the UW Bothell/Cascadia College campus. The service span on weekdays has been expanded until about 1 a.m.

Routes 372, 312, 522 – 522 corridor

Improved frequency on Route 372 will mean the combined frequency of routes 372, 312, and 522 between the UW Bothell/Cascadia College campus and the SR-522 corridor is now 15 minutes or better for most of the day on weekdays.

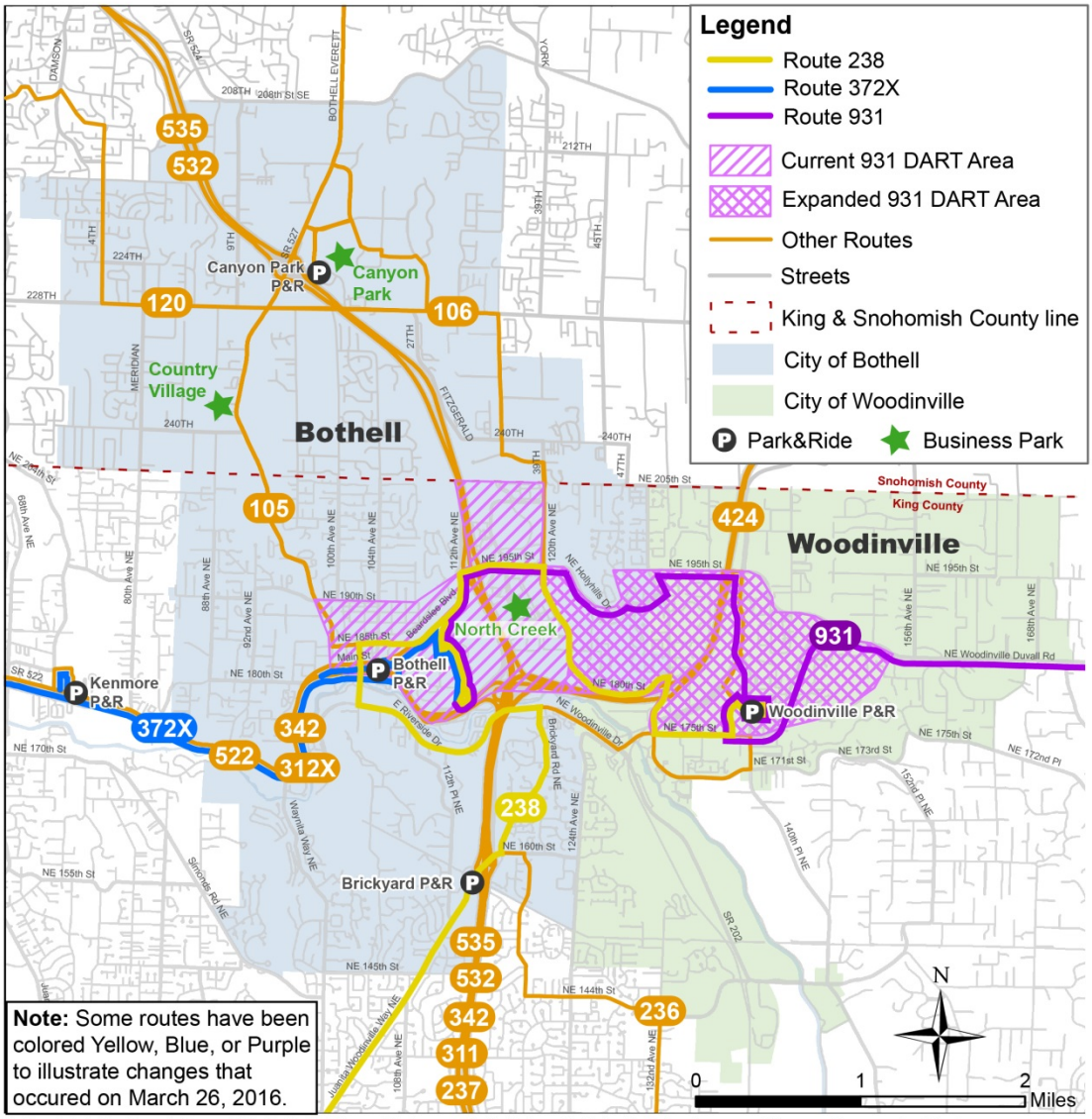
Route 522

A new set of express stops has been added on Lake City Way NE at 20th Avenue NE (southbound) and NE 85th Street (northbound). These are now the last inbound stop and first outbound stop on Lake City Way NE, prior to entering/after exiting I-5. This change will improve connections between North Seattle and Bothell and Woodinville.

DART Route 931 – Redmond to UW Bothell/Cascadia College campus

This route's DART (flexible-service) area has been expanded into Woodinville to provide greater accessibility to transit for local residents. This expansion will provide coverage in parts of Woodinville that have limited fixed-route service, and bring service to Green Heights Senior Apartments and some mixed-use developments.

Figure 1: March 2016 service changes in Bothell and Woodinville



The information included on this map has been compiled by King County staff from a variety of sources and is subject to change without notice. King County makes no representations or warranties, express or implied, as to accuracy, completeness, timeliness, or rights to the use of such information. This document is not intended for use as a survey product. King County shall not be liable for any general, special, indirect, incidental, or consequential damages including, but not limited to, lost revenues or lost profits resulting from the use or misuse of the information contained on this map. Any sale of this map or information on this map is prohibited except by written permission of King County.

Route 238

- The frequency and hours of service on Route 238 remains the same. The route has been extended to Woodinville on weekdays to replace service currently provided by Route 372X

Route 372X

- Between the U-District and UW Bothell/Cascadia College campus, buses now come more often and the period of service is now longer every day. No longer provides service east of UW Bothell.

DART Route 931

- The frequency and hours of service on DART Route 931 remains the same. The DART area - or flexible service area - has been expanded into parts of Woodinville.

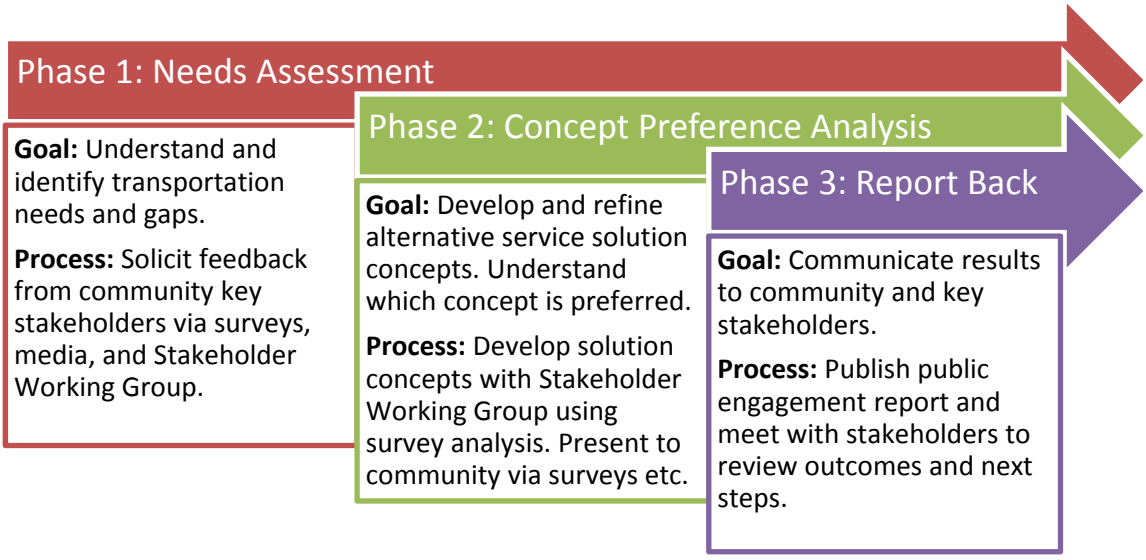
Planning process

Public engagement

Overview

When doing community outreach for the Alternative Services Program, Metro uses a three-phase process to engage residents, local jurisdictions, and organizations to facilitate community-based decision-making (Figure 2). Phase 1 focuses on identifying needs and gaps in the transportation ecosystem. Phase 2 involves developing solution concepts and presenting them to the community for comment. Phase 3 is about reporting back to the community at large as well as to key stakeholders on the outcomes of the process and next steps.

Figure 2: Three phases of public engagement



The specific public engagement activities and their timeline for Bothell Woodinville are shown in Figure 3.

Engagement goals

The following goals guide the Alternative Services public outreach process:

- Provide those affected with the ability to shape the outcome.
- Engage the community in a way that fosters trust.
- Empower people to play active roles in shaping service changes.
- Support community-based solutions.
- Be responsible and accountable to the public.

- Provide customers and the public with access to understandable, accurate, and transparent information.
- Identify and build relationships with local partners who will have a stake in the outcome of this process. Provide them with in-kind, operating, or other support to make the outcome as successful as possible.

Key stakeholders

Metro recruited representatives from local groups to be part of the Stakeholder Working Group. These groups were also targeted by all outreach efforts, especially as the online survey was promoted. These groups included the following:

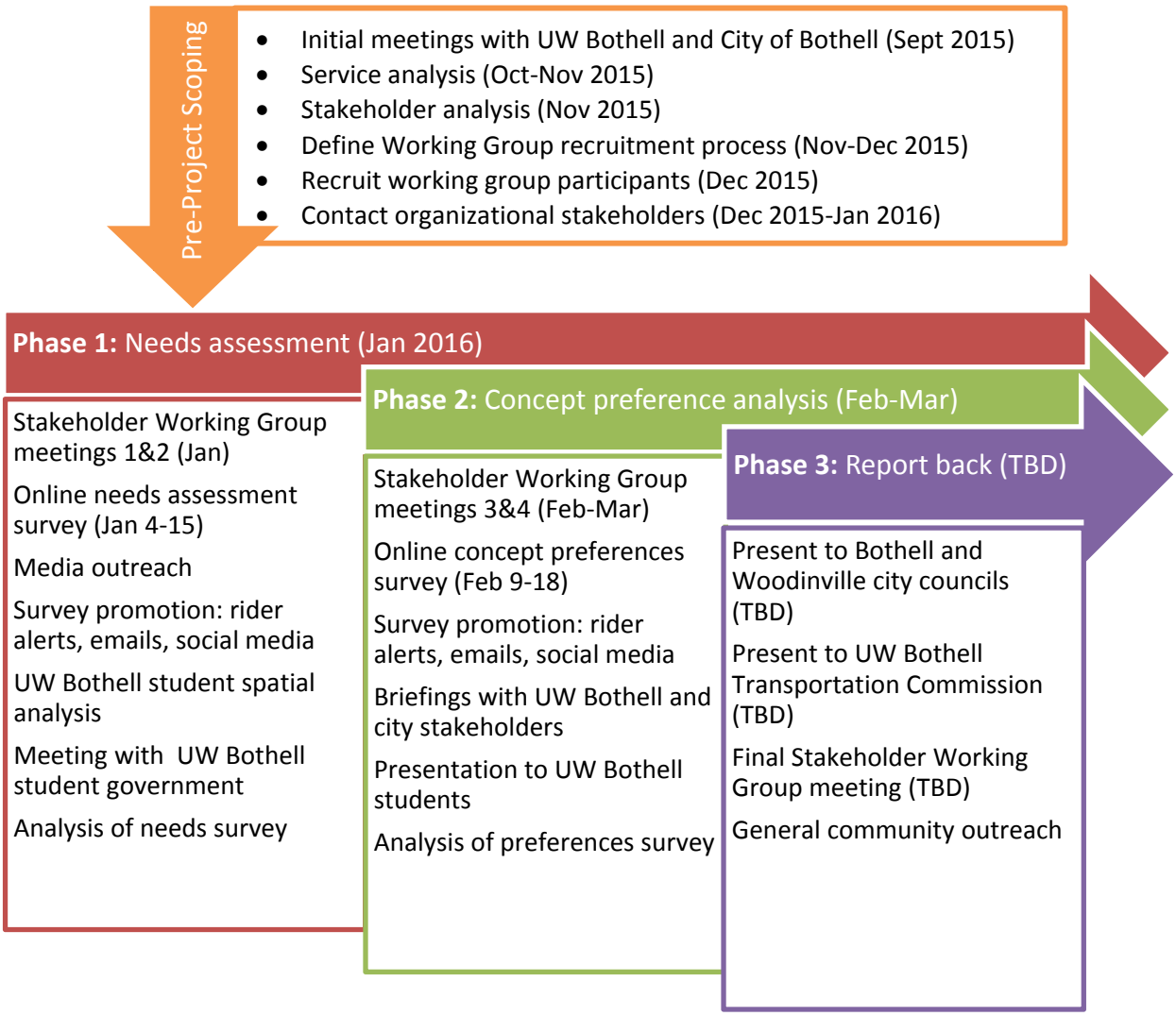
- Students, staff, and faculty at UW Bothell and Cascadia College
- Current riders in Bothell and Woodinville
- Potential riders of affected routes and alternative services
- Transit-dependent populations
- Organizations and agencies that serve transit-dependent populations
- Local businesses and chambers of commerce
- Current users of existing alternative services
- Rideshare users

Outreach activities

Metro used a wide array of outreach channels to communicate about the process to as many stakeholders as possible. These channels included:

- Metro's online and social media "Have a Say" outlets – website content, Facebook, Metro Matters blog, twitter
- News releases, media briefings, partner social media
- Notifications – rider alert and rack cards
- Online surveys
- Display boards
- Stakeholder Working Group facilitation, meeting agendas, materials
- Accommodations for community members with limited English proficiency
- Public engagement report

Figure 3: Bothell Woodinville public engagement (Sept 2015-March 2016)



Phase 1: Needs Assessment

The goal of the Phase 1 outreach was to identify gaps in transit service. Metro started with a facilitated discussion in early Stakeholder Working Group meetings to learn about what is working and what isn't working with the current transit system, and to provide an overview of Metro's service history and a detailed service assessment of the project area.

Metro staff members then used the information they had gathered to create an online survey for Bothell and Woodinville residents and people who travel in the area. Translation services were available if needed. After the Phase 1 survey closed, Metro staff compiled the results and shared them with the Stakeholder Working Group to gain insights and facilitate discussion about how the Alternative Services Program may be able to fill the gaps.

Phase 2: Concept Preference Analysis

Phase 2 explored specific alternative services concepts that Metro designed to meet the needs identified in Phase 1. Using alternative services materials and education pieces, the group was able to look at the array of services available and decide collectively which ones will work best for their communities before taking these ideas to the general public in Phase 2. The concepts selected by the Stakeholder Working Group were real-time ridesharing, community shuttle, community van, TripPool, and Vanshare. The group also agreed that an education campaign would be an important part of any alternative services solution, to increase awareness of existing services and tools.

The Phase 2 survey asked respondents first if the transit needs they identified in Phase 1 had been accurately understood by Metro. It then presented each alternative services concept individually and requested specific feedback. The goals were to learn whether each concept met the identified need and to learn more about how people would use each concept if it were launched as a pilot.

Since this project had a compressed timeline, Metro compiled the Phase 2 survey results and then turned them into recommended concepts before returning to the Stakeholder Working Group for consideration. The working group advised Metro whether the recommended concepts should be included in the implementation plan.

Phase 3: Report Back

Phase 3 will involve summarizing and reporting information in the Public Engagement Report to key stakeholder groups including the Stakeholder Working Group, decision-makers from the cities of Bothell and Woodinville and, UW Bothell and Cascadia College. It also includes general community outreach reporting activities such as uploading the Public Engagement Report to the King County Metro website.

Integrating equity and social justice into the process

Ensuring that everyone has an equal opportunity to participate in the planning process is a central policy and a core value at King County. One of the goals of the King County Strategic Plan "Working Together for One King County," is to "promote robust public engagement that informs, involves and empowers people and communities." Integrating equity and social justice into Metro's public engagement processes is essential to delivering transportations services that contribute to a more fair and just society. Metro took the following steps to integrate equity and social justice into this alternative services planning process.

Survey Participation

Metro staff members used a wide range of outreach methods to notify students, workers, and residents in Bothell and Woodinville about the opportunity to participate in the survey. Outreach tools included transit alerts, rack cards, sponsored Facebook posts, and Twitter posts. The cities of Bothell and Woodinville distributed information about the surveys to their constituents. Rack cards were distributed at the Bothell City Hall, UW Bothell, and the Bothell Library. Metro staff members sent emails to community contacts (North Shore Senior Center, Associated Students of University of Washington Bothell, UW Bothell Commuter Services, Greater Bothell Chamber of Commerce, Northshore YMCA) and asked recipients to share the survey link. King County Councilmember Dembowski's office distributed the survey link to constituents. Metro staff members also distributed the link to employee transportation coordinators in Woodinville. Metro issued a news release on January 6 advising the community of the process, however, the story was not picked up by any media outlets.

Survey participation was strong in both phases. More than 850 individuals took the first (needs assessment) survey, and more than 500 responded to the second (concept preferences) survey.

Stakeholder Working Group

Stakeholder Working Group members were recruited from key local stakeholder groups such as the business community, community social service agencies, the UW Bothell, and Cascadia College.

Metro staff members worked to make the group's meetings accessible to all members by working around member schedules, and broadened access by holding meetings in different locations around Bothell and Woodinville.

Outreach to specific groups

Seniors

Many seniors rely on public transportation to remain connected to their communities, families, and essential services. The Northshore Senior Center's Transportation Manager served on the Stakeholder Working Group and advocated for the special needs of elderly community members. Metro asked Northshore Senior Center to distribute the survey to seniors in the community.

Students

Because student transportation to and from the UW Bothell/Cascadia College campus was specifically called out in Ordinance 18110, Metro made a concerted effort to encourage student representation. Metro recruited student representatives from Cascadia College and UW Bothell to sit on the Stakeholder Working Group, and invited all students to attend and participate in Stakeholder Working Group meetings. Metro staff members made presentations about the project to four UW Bothell classes (a total of about 250 students) and used the opportunity to ask students about their transportation needs. Metro staff also met with the Associated Students of the University of Washington Bothell, which provided insights and recommendations and helped distribute information about the surveys. Among those who responded to the first needs assessment survey, 9.8 percent were post-secondary students.

People of color

People of color were represented on the Stakeholder Working Group. Among respondents to the first survey, 17.5 percent identified themselves as people of color.

People with disabilities

Among respondents to the first survey, 13 percent reported they had a disability (mobility, vision, hearing, or cognitive).

Limited English proficiency

Language translation services were made available to individuals who wanted to participate in the survey in their native language. Bus rack cards advertising the surveys included a short passage in Spanish advising Spanish-speakers on how to take the survey in Spanish.

Most (97.2 percent) of the people who took the first survey were English speakers.

Low income

Respondents to the surveys reported a wide range of household incomes, but more than 50 percent reported that their incomes were over $75,000 a year.

Gender balance

Both men and women participated in the Stakeholder Working Group meetings but generally men outnumbered women at meetings.

Findings

The public engagement process described above identified the following transportation needs and gaps in the Bothell and Woodinville areas:

Transportation needs (ranked by community-identified priority)

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

Transportation gaps

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

Needs assessment survey results

The Phase 1 survey asked respondents to describe their transportation needs in terms of a variety of dimensions, including origin, destination, travel time, trip type, barriers, enabling factors, concerns, and awareness of existing programs and services.

Survey respondents identified their top three destinations in Bothell and Woodinville as downtown Bothell, Woodinville Towne Center, and Canyon Park/Thrasher's Corner. Half of respondents said they were transit riders, and of those, 42 percent said they accessed transit by driving alone. This indicates that there is a potential market for "first-mile/last mile" rideshare solutions such as Vanshare or TripPool.

Survey respondents identified the following significant barriers to riding transit in Bothell and Woodinville: having to plan around a bus schedule (44 percent), not enough evening service (37 percent), no service near home (29 percent), hard to find parking space at park-and-ride (27 percent), no service near destination (25 percent), and irregular work hours or class schedule (19 percent).

The needs assessment survey revealed low awareness of many of Metro's longstanding services and programs. Forty-nine percent of respondents said they were not familiar with RIdeshareOnline.com, Metro's ride-matching and rideshare portal. Fifty-two percent said they were unfamiliar with the ORCA LIFT (Low-Income Fare) program, which could be a great benefit

to residents with low incomes and students who are not participating in the U-PASS (student universal bus pass) program. Thirty-six percent said they were unfamiliar with Vanshare, and 23 percent said they were unfamiliar with VanPool. These programs can benefit commuters by giving them access to HOV/Express Toll lanes, door-to-door trips, and in the case of Vanshare, reserved park-and-ride parking. Most surprisingly, 21 percent of participants reported that they were unfamiliar with the concept of carpooling in private vehicles, so a general ridesharing promotion in the community might be of great benefit.

Eighty-nine percent of respondents said they were unsure or unwilling to participate in a ridesharing program (such as carpooling, VanPool, Vanshare, or TripPool). When asked what their top barriers were, they said their schedules are too varied (58 percent), they didn't want to rely on other people (46 percent), organizing a carpool is too complicated (22 percent), there is nobody near them that they could share a ride with (22 percent), and they are uncomfortable sharing a ride with people they don't know (22 percent). Metro's Alternative Services Program has developed new programs that overcome these barriers and so have the potential to significantly increase the number of people willing to share rides in Bothell and Woodinville.

Survey results showed that more people are satisfied than dissatisfied with the connections from Woodinville and Bothell to the UW Bothell/Cascadia College campus. Slightly more people reported being dissatisfied than satisfied with the connection between Bothell and Woodinville Towne Center.

The survey asked participants to identify the top interventions that would induce them to visit different destinations more often. Twenty percent chose "an alternative service that arrives when you need it." Sixteen percent said "more knowledge and confidence with the transit system" would help them access downtown Bothell without driving alone. Asked what would help them access the UW Bothell/Cascadia College campus more often without driving alone, 12 percent chose "an alternative service that arrives when you need it;" 11 percent chose "more park-and-ride spaces," and seven percent chose "a way to find carpool partners when I need them." Asked about accessing Woodinville Towne Center more often without driving alone, 23 percent chose "an alternative service that arrives when you need it;" 17 percent chose "an alternative service that is available during the day," and 12 percent chose "more knowledge and confidence with the transit system."

As shown in Table 2, the top desired qualities in a new alternative service were identified as "picks me up near my house," "reliable service," "high frequency," "costs the same or less than current bus service," and "gets me to destinations I can't get to now on the bus."

Table 2: Customer concept preference survey results - prioritization of needs

Question: If Metro developed a new transportation service, what qualities would it need to have to be useful to you?	
Picks me up near my house	56.68%
Reliable Service	53.39%
High frequency	52.44%
Costs the same or less than current bus service	42.99%
Gets me to destinations I can't get to now on the bus	41.57%

Alternative services concepts for implementation in Bothell and Woodinville

To address the varied transportation gaps and community-identified needs in Bothell and Woodinville, Metro suggested a suite of alternative services to the Stakeholder Working Group. Those mobility services include:

- Community van
- Real-time rideshare
- Commuter van program (home-end Vanshare & TripPool)

Metro is also suggesting the following partnership projects to support the delivery of the above-mentioned services and meet identified transportation needs:

- Promotional partnership with the City of Bothell and the Woodinville Tourist District
- Community education campaign

These alternative services are explained in detail in the following pages and summarized in Figures 4 and 5.

Figure 4: Alternative service product concepts for Bothell and Woodinville

Bothell/Woodinville Alternative Service Concepts

The March 2016 Service Change will bring fixed-route service improvements to routes 372X and DART 931. To complement these improvements Metro, in partnership with the Bothell-Woodinville Stakeholder Working Group, has developed the following concepts, which if implemented, will enhance mobility and support the use of existing transit service.

Product concepts

Community Van

Community Vans are Metro owned and maintained vehicles provided in partnership to a local city for community members to take pre-scheduled group trips to popular local destinations using volunteer drivers.

Benefits:	Need it fills:
• Great for group trips to scheduled events (e.g. trips to concerts or to a farmers market) • Recurring, scheduled trips could be arranged for "lunch runs" from the business parks or student trips to downtown Bothell	• Flexible • Reliable Service

Real-Time Rideshare

Real-Time Rideshare leverages a mobile application to enable private carpool ride-matching to take place in real-time. Rider pays a fare and driver is reimbursed for expenses through the application.

Benefits:	Need it fills:
• Drivers and passengers vetted through the app • Allows users to save time and money on thier commute • Users don't need to be tied to a fixed schedule • Drivers get reimbursed for their expenses	• On-Demand • Flexible

Vanshare

Vanshare provides people a way to share the ride from their home to a transit hub using Metro vans and a volunteer driver. Riders arrange their trips in advance and share the ride to/from transit with the same group of people on a fixed schedule.

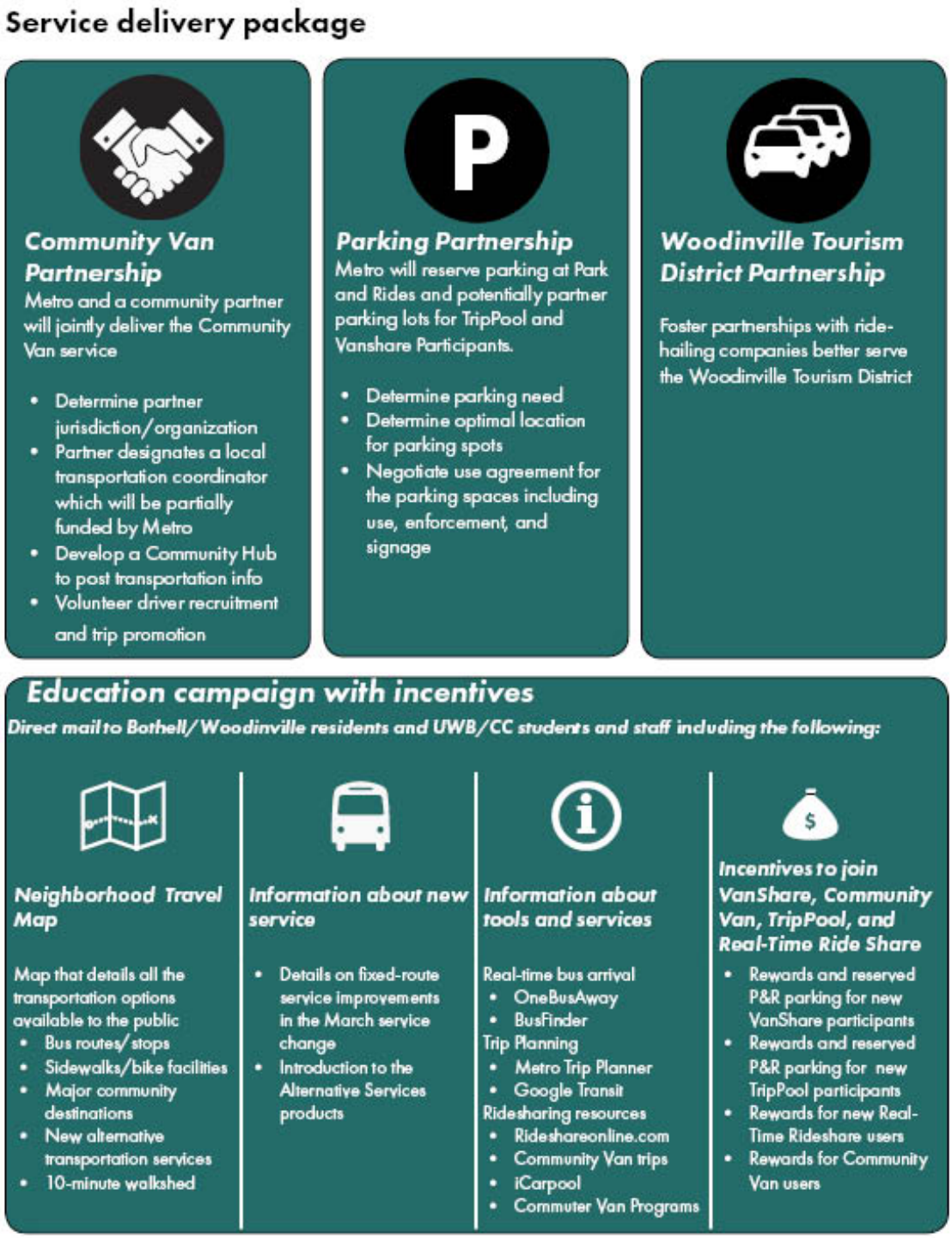
Benefits:	Need it fills:
• Guaranteed parking • Drivers vetted by Metro • Reliable service, operates on a fixed schedule • Insurance, gas, and maintenance paid by Metro	• Access to transit • Reliable service

TripPool

TripPool leverages a mobile application to match riders between their homes, school or work and/or a local transit center in real-time. Uses Metro van, volunteer drivers, Metro fares and includes reserved parking at a park and ride.

Benefits:	Need it fills:
• Guaranteed parking • Drivers vetted by Metro • Request a ride when you want to leave • Insurance, gas, and maintenance paid by Metro	• Access to transit • On-Demand • Flexible

Figure 5: Alternative Services concept delivery package



Community van

This new transportation pilot program is provided in partnership with participating cities. It provides prearranged recurring, or one-time group trips that meet locally identified transportation needs. Metro owns the vans and provides fuel, maintenance, and vehicle insurance.

Trips are scheduled in advance and vans are driven by volunteers who are screened and approved by Metro. Trips are coordinated by a part-time community transportation coordinator (CTC), who is hired by the local jurisdiction and partly funded by Metro. This coordinator promotes van trips and raises community awareness through a website, letting riders know how to join group trips and volunteer to drive.

> ***"Carpooling applies to more than workers. Volunteers carpool, retired people carpool to games, concerts, shows, plays etc. The world of work has no exclusivity on carpooling!!"***
>
> — Survey respondent

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

Metro recommends a community van to provide service between the UW Bothell/Cascadia College campus and the cities of Woodinville and Bothell. This would help address the travel needs of college students and employees and people who live or work in the cities of Woodinville and Bothell as well as other transit consumers. The program would address many of the transportation gaps identified for this area, including midday lunch trips, weekend trips for students who live on campus, and trips to the Woodinville tourism district.

<u>Benefits</u>

In addition to vehicles, fuel, maintenance, insurance, volunteer driver screening, and funding for a part-time community transportation coordinator, Metro provides the coordinator with training and staff oversight to promote and implement transportation products and services.

Metro also provides a community transportation hub, an online and/or physical "one-stop-shop" for community members to find local transportation options. A physical hub could also serve as a place for community members to meet with the community transportation coordinator about the community van and other local travel options. It might include kiosks with information on Metro and other local transportation services, maps, parking for community vans, and possibly other transportation resources such as a TripPool stop and shared or rental bikes.

<u>Benefits for the community</u>

- Trips are planned and scheduled to meet community needs

- Fills transportation gaps and gives riders more travel options
- Reduces local traffic congestion and improves air quality by sharing the ride
- A Community Transportation Hub creates a one-stop-shop for transportation resources

Benefits for riders

- Travel to destinations that may not be easily reachable via other transit options
- Evening and weekend trips
- Reliable recurring trips
- Pay one standard Metro fare for a round trip
- Access to HOV lanes and carpool parking
- Access to vehicles for larger groups

Why it's a good fit

Metro has suggested the concept of a community van as an alternative service for Bothell and Woodinville because it will fill identified transportation gaps, including:

- Shared lunchtime trips from the campus and business parks
- Access to the Woodinville tourism district and other common destinations
- Midday trips for students and faculty members who don't want to lose their parking spaces
- Evening and weekend trips for students who live on campus

Most survey respondents agreed that a community van would meet several of the identified transportation needs (flexibility, reliability, and access to regular transit). Twenty-seven percent of respondents said they were likely or very likely to try a community van. Of those, 56 percent said they would use it at least once a week.

The top three qualities respondents liked about a community van were, "Knowing that I can request a trip to anywhere I want to go," "Knowing that I can save on the cost of transportation," and "Knowing that the transportation coordinator will coordinate the trip details and find a volunteer driver." One respondent wrote, "I could use this for trips/educational for students I work with. I don't have a budget for school buses to take teens that I work with on field trips. This could be used for important humanitarian trips of value."

Partnership

Officials with the City of Bothell and UW Bothell were enthusiastic about the possibility of partnering with Metro on a community van program. Both organizations felt it could bring value to their constituents and have the flexibility to adapt to evolving needs, and both were open to the partnership requirements (hiring a community transportation coordinator and providing vehicle parking).

In addition to housing the community transportation coordinator and vehicles, the local partner must also provide strong promotional support for the program. This will help ensure the

success of the program by aiding in the recruitment of volunteer drivers and the dissemination of trip information to potential riders.

Real-time rideshare

This option provides informal carpooling that's coordinated using a mobile application (app) called iCarpool. Using the app, individuals driving in their personal cars can offer rides to other people going the same way. The app platform allows users to find each other, rate other users, and even reimburse the driver for a portion of the travel costs. The iCarpool app integrates easily with RideshareOnline.com, King County Metro's ridesharing platform, allowing users to track their trips and qualify for rewards and incentives from Metro.

Benefits

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

Real-time ridesharing would benefit residents, students, and employees in Bothell and Woodinville in the following ways:

- It creates more affordable and available transportation choices for people who want to travel car-free.
- It allows people who need to drive with an easy way to share their rides with other community members. Users can rate each other after the ride.
- It allows people to share trip costs with the driver fairly and securely.
- It allows people to share the ride without commitment or fixed schedules, making it a perfect choice for students who may have a different class schedule every day.

"Overall, I think King County Metro is doing a great job in a resource limited environment. Hats off to you and thanks for the opportunity to voice."

— Survey respondent

Why it's a good fit

Real-time ridesharing would provide on-demand service and flexibility, meeting two of Bothell and Woodinville's identified transportation needs. It can be used for all types of trips and can fill many of the Stakeholder Working Group's identified transportation gaps, including lunchtime trips, trips to the Woodinville tourism district, trips to and from the UW Bothell/Cascadia College campus, and commute trips.

Partnership

Local jurisdictions and employers can partner with Metro to support Real-time ridesharing by participating in coordinated marketing, promotion, and communication efforts.

Commuter van programs (TripPool and home-end Vanshare)

Metro is recommending a commuter van program (TripPool and home-end Vanshare) to

address commuter first-mile/last-mile needs and increase access to the regional fixed-route transit network—both community-identified needs. This solution would specifically seek to provide shared-ride access to the transit network from suburban communities that are more than a quarter-mile away from a bus stop. By providing rideshare vans and a guaranteed park-and-ride parking space, these programs help reduce parking overflow and improve access to transit.

TripPool and home-end Vanshare are similar rideshare programs with two important differences: Vanshare is based on a fixed schedule, and requires five participants who share the monthly cost of the van, while TripPool works for customers with dynamic or irregular schedules and passengers pay for trips taken. Both are Metro rideshare programs that provide commuters with vans for shared group trips between their neighborhoods or a common community stop and a park-and-ride or transit center. Metro partners with other transit agencies and jurisdictions to reserve guaranteed parking spaces for TripPool and Vanshare vehicles.

> ***"Thanks for asking users what we need. I am a loyal and daily bus rider, and I hope to benefit from improvements made on the basis of this survey."***
>
> — Survey respondent

Vanshare has been available for many years but has traditionally been seen as a last-mile solution. Vanshare groups are provided with a parking space as well as the vehicle and its fuel, maintenance, and insurance.

One or two Vanshare participants volunteer to be drivers. In the morning, they pick up their neighbors on the way to the park-and-ride. Group members then disperse to their different transit routes. In the evening, they meet up again at the park-and-ride to share the ride back to their neighborhood.

This option is perfect for commuters who use transit and have a regular schedule but live too far from a bus stop to walk. Participants are not required to commit to a five-day schedule; it's not uncommon for users to use Vanshare part of the week and another transportation mode the rest of the time, however all participants share the monthly cost of the van. In addition, Metro provides an emergency ride home benefit to participants that would cover the cost of taking a taxi home in case they have an unplanned emergency.

TripPool is a new Metro service that uses a smartphone app to allow participants to coordinate rides in real-time. TripPool drivers are provided with a commuter van, fuel, maintenance, insurance, guaranteed park-and-ride spots, driver orientation, and an emergency ride home benefit.

The volunteer drivers log in to the app to accept trips from pre-registered riders during the morning or evening commute. Riders use the app to indicate to the driver that they would like a pick-up. The drivers pick up their riders at designated stops along the way to the park-and-ride. The app lets users coordinate and communicate. Riders pay a fare for each trip through the

app. The cost of the ride is reimbursed to ORCA card-holders who register their card with RideshareOnline.com. If a rider misses the ride or must leave work early due to an emergency, he or she can use the emergency ride home benefit.

Benefits to the community

- Increases effective capacity of park-and-rides and delays the need for new parking infrastructure
- Reduces local traffic congestion by helping people share the ride
- Provides an additional transportation choice for people who live more than a quarter-mile from a transit stop
- Improves air quality by reducing the number of private vehicles on the road
- Reduces spillover into areas around the park-and-ride

> ***"This [TripPool] would be an interesting option from Canyon Park – Park N Ride to the various offices in the Canyon Park office complex."***
>
> — Survey respondent

Benefits to riders

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

Why it's a good fit

TripPool and Vanshare could fill the following identified transportation gaps:

- General commute needs
- Improved access to transit (currently defined as difficult, lengthy, and unsafe)

More than 65 percent of survey respondents agreed that TripPool would provide flexibility and better access to transit. Twenty-seven percent said they were very likely or somewhat likely to try TripPool. Of those, 75 percent said they would use it at least once a week. Those who said they were likely to try TripPool said the guaranteed parking space, flexible schedule, and ORCA integration appealed most to them.

Survey respondents who preferred a reliable transportation option with a regular schedule said Vanshare was a better option for them. More than 55 percent agreed that Vanshare would provide reliable service and access to the regional transit network. More than 21 percent of respondents said they were somewhat likely or very likely to try the program. Of these, 50 percent said they would use it three or more days a week. Those who were interested in Vanshare said they were attracted to the guaranteed parking and ability to use HOV/express toll lanes. One of the benefits of Vanshare is that it can be a first- or last-mile solution, meaning it can get people from home to transit *or* from transit to work.

Partnership

Vanshare and TripPool programs rely on enthusiastic promotional efforts from local partners, and on collaboration with parking entities. Raising awareness of these options and persuading commuters to try a new transportation choice takes consistent, ongoing messaging from trusted local organizations, including jurisdictions, educational institutions, and employers. Employers can help by including a Vanshare subsidy as part of their employee transportation benefit package. Local organizations can support Vanshare and TripPool programs by participating in outreach and marketing efforts.

> ***These are wonderful ideas to try out asap in Bothell area. I am a daily commuter to Seattle Downtown, struggling to get a parking spot. This alternate services will help our community in a greater way and most importantly will help in reduce pollution / traffic and save lot of time and money for public. Eagerly waiting to see these vehicles on the residential road of Bothell.***
>
> — Survey respondent

Woodinville Tourist District Partnership

During the public engagement process community members identified an important transit gap in the Woodinville Tourist District. Many survey respondents and stakeholder group members said the area has no fixed-route service and that they would go to the Woodinville tourism district more often and without driving alone if an alternative service were developed to serve that area. However, these trips are different from the rest of the transportation needs identified through the outreach process. Tourists want to access the area from hotels in Bothell for one-off trips on weekends and evenings. Employees want to reach the area during their work hours, but these work hours may be irregular and fall outside the peak.

This is an opportunity to partner with the local ride-hailing (aka ride-sourcing or transportation network company) industry. These companies, including Uber, Lyft, and taxis, are well-suited to fill this transportation gap. They have a strong technical platform for matching riders with private contracted drivers, and, in the case of the transportation network companies, they have a dynamic pricing structure that motivates drivers to meet the demand as it goes up and down.

There's an opportunity to explore a promotional partnership to create a benefit to customers who take TNCs or taxis to the Woodinville Tourist District rather than driving alone. This partnership has yet to be negotiated but if all parties can come to agreement there is the potential to expand ride-hailing as a private-sector Alternative Service for this trip need.

> ***"…there could be an education program about vanpool aiming toward college students. Most students have never heard of this program and could potentially be serviced by this… we love the creativity of the proposed solutions in reaching these unserviced areas."***
>
> – UW Bothell Student

Education Campaign with Incentives

The survey and stakeholder working group process revealed that many people in Bothell and Woodinville were unaware or unsure of many of the transportation options and tools already available to them. One stakeholder group member noted that some people might not even be aware of the time it takes to walk a mile which might lead to the perception of transit gaps where none exist. Many new tools have been developed very recently that help people overcome barriers to using transit. There is an opportunity to reduce the perception of a transit gap by increasing awareness of transit choices and tools in the Bothell-Woodinville communities.

Metro is recommending a community-wide education campaign to raise awareness of transportation options, tools, service change, and rideshare opportunities. In addition, special limited-time incentives for Bothell and Woodinville residents could be offered for those who switch to a TripPool, Vanshare, Community Van, or Real-Time Rideshare as well as other sustainable transportation modes. This education campaign would include social media, a "We'll Get You There" webpage, the creation of a neighborhood travel map, a community wide direct mail campaign, and possibly event outreach at the UW Bothell campus.

A Note about Community Shuttles

The public engagement process revealed a strong appetite for reliable fixed-route bus service. Some of this interest was expressed in the response to the community shuttle option in the Phase 2 survey. In the second survey, 49% of respondents noted that community shuttle was, out of the five service concepts presented, the service they were most likely to try. Fortunately Metro is able at this time to make improvements to bus service that will provide customer value above and beyond what could be provided by a shuttle. In addition, there are a number of reasons why Metro is not considering a shuttle at this time:

1. Metro, Sound Transit, and Community Transit have fixed route bus service within the city of Bothell and Woodinville. As previously described, in March 2016, Metro will be improving the frequency and coverage of some routes within Woodinville and Bothell. Community Transit will also be adjusting some of its service to improve connections in North Bothell. These improvements will likely answer some of the concerns for better bus service.

2. Customers have a strong preference for direct routes over a circuitous path. The circulator route which was suggested by some of the stakeholders would connect key Bothell destinations in a large loop requiring customers to take a long, circuitous path to reach their desired destination. Most all of the connections that would be made by this circulator route are currently made by Metro, Sound Transit, and Community Transit fixed-route service. Customers tend to prefer to travel in a direct line to reach their destination because travel time is shorter. Customers often say that a direct route feels like a better use of their time. Commuters especially tend to avoid circulator routes.

In the second community survey customers expressed concerns with the need to plan around an infrequent schedule and take a circuitous route to their destination. Many survey respondents expressed that they want buses for long-distance travel (to downtown Seattle or Bellevue) but prefer to use a car or walk for local trips.

3. Customers tend to be unwilling to wait for infrequent service. There is a tradeoff between frequency and coverage. Community Shuttles tend to maximize coverage, which means there are fewer resources to put towards frequency. In general, the more circuitous and expansive the route, the less frequent it can be run, within a fixed budget. Metro's existing community shuttles run at 30 minute headways during short weekday spans. 75% of survey respondents were not willing to wait for more than 20 minutes for a shuttle ride.

4. The market for this type of service is small in this community and would lead to an inefficient use of resources. Customers in Bothell and Woodinville expressed a desire for commute service to work and campus with higher than 20 minute frequency. Moreover there is currently underlying service along most of Bothell's recommended circulator route. This means that the demand for community shuttle service would be low. Community shuttles have high capital and operating costs due to the need for specialized vehicles and paid drivers. Because ridership is projected to be quite low, a community shuttle would likely lead to high costs per rider.

The main appeal of Community Shuttle in Bothell and Woodinville appears to be that it has all the elements of regular fixed-route service: a paid driver, ORCA fare system, and a regular timetable. Survey respondents wrote that they appreciated that "it is a Metro vehicle with a trained Metro driver," and has, "safety- driven by trained and screened Metro employees." Fortunately this year Metro is able to do better than a community shuttle – in March 2016 Metro will be improving frequency and accessibility of bus service in both Bothell and Woodinville.

Implementation Work Plan

A Plan for the Implementation of the Alternative Services Program

The Alternative Services concepts suggested for implementation for Bothell and Woodinville include a suite of new services as well as an education campaign to promote participation. Key elements of the implementation work plan are summarized in Table 3. Because of there are many components to this program, a phased approach to implementation is recommended.

Phase One: Partnership Development

Partnerships are at the core of a successful Alternative Services program. The first phase of the project will involve solidifying partnership agreements with jurisdictions, UW Bothell, Cascadia College, and private organizations. Partnership development will include negotiating shared goals and objectives, definitions of success, monitoring and evaluation schedules, implementation responsibilities, information sharing procedures, and conflict resolution processes. Metro and partners will draft and sign Memoranda of Understanding (MOUs) that describe the agreed upon roles, responsibilities, and timelines. This phase may take up to three months depending on organizational timelines.

Phase Two: Vehicle Acquisition and Logistics

The logistical side of the implementation process will involve tasks such as vehicle and equipment procurement, parking identification, and sign production. A Transportation Coordinator for the Community Van will be hired and trained.

Development of some of the educational campaign components will also take place during this phase. These tasks will include creating the RideshareOnline.com network, incentive program, and Emergency Ride Home program. The Metro web developer will be tasked with developing the “We’ll Get You There” website with input from the local partners. A contractor will be hired to begin work on the neighborhood travel map.

Phase Three: Education, Recruitment, Promotion, and Marketing

This phase involves developing and executing the education campaign and recruiting volunteer drivers for the Community Van, Vanshare, TripPool, and Real-Time Rideshare programs. A campaign plan will be developed to guide this process.

Some of the key tasks involved in this phase will include designing the direct mail package, and printing and distributing all marketing materials and maps. A social media and email marketing campaign will also accompany this process and will involve copy writing, distribution, and leveraging partner online communication channels. Recruiting program participants will require

dedicated staff time and a wide variety of marketing tactics. This process will take the most time and hands-on effort and may require 6 months to a year before all four programs have enough vetted participants to fully launch.

Table 3: Summary of implementation work plan

Bothell Woodinville Implementation Work Plan			
	Project Tasks		
Project	**Phase One:** Partnership Development	**Phase Two:** Vehicle Acquisition and Logistics	**Phase Three:** Education, Recruitment, Promotion, and Marketing
Community Van	• Negotiate partnership with local jurisdiction(s)	• Procure vehicles • Hire Transportation Coordinator (TC) • Identify parking space • Identify TC workplace • Develop online Community Hub webpage • Recruit and orient drivers	• Brand vehicles • Develop promotional materials (brochure, poster, website)
Real-Time Rideshare	• Negotiate partnership with local jurisdiction(s) and iCarpool app developer.	• Develop Incentive Structure • Hire employer-side outreach contractor • RideshareOnline.com set-up • Set up Emergency Ride Home Program • Recruit drivers	• Develop digital assets • Write promotional copy • Write and coordinate email marketing
TripPool and home-end Vanshare Incentives	• Negotiate partnership with local jurisdiction(s).	• Develop Incentive Structure • Procure vehicles • Identify and designate reserved P&R spaces • Form Vanshare groups • Recruit and orient drivers	• Design mailer • Develop social media ad campaign. • Design webpage • Design and procure all required signage
Education Campaign	• Negotiate communications partnership with local jurisdiction(s), UWB Bothell, and Cascadia College.	• Draft copy • Hire map design contractor • Compile mailing list • Draft "We'll Get You There" webpage copy • Coordinate web developer	
Promotional Partnership with Woodinville Tourism District	• Negotiate partnership with City of Woodinville, winery/brewery business organization, and ride-hailing industry.	• Coordinate promotion components including development of codes or coupons, rules, partnership agreement terms, brand guidance, and marketing plan.	• Work with partners to design marketing materials.

Ongoing Program Tasks

Once the education and incentive campaign has launched, Metro staff will need to perform ongoing program tasks that include: corresponding with potential participants, vetting and on-boarding rideshare drivers, updating online channels with new content, supporting the Transportation Coordinator, paying for services, and distributing incentives and Emergency Ride Home benefits. Partners will also be involved in an ongoing basis especially with regards to promoting the Alternative Services programs using their website, email lists, social media, and other communication channels.

Monitoring and Evaluation

To ensure that this program is successful, a robust monitoring and evaluation program will be in place to observe ridership and participation trends and to address potential issues that may arise. Metro staff will report back to partners on ridership trends twice a year and will work with partners to modify and adapt as needed as well as to inform promotion strategies.

Implementation Team

A Metro implementation team will be made up of staff from the Metro Alternative Services program, Metro Rideshare and Paratransit Operations, and Metro Marketing departments. The Implementation Team will work closely with the partner jurisdiction(s) and the UW Bothell and Cascadia College. The Implementation Team will also report regularly to the Stakeholder Working Group.

Stakeholder Working Group

A new Stakeholder Working Group will be formed to guide and support the implementation of the Alternative Services program. The Group will be made up of members of the former Stakeholder Working Group who participated in the needs assessment public engagement process as well as communications and planning staff from Bothell and Woodinville, the business community, staff and students from UW Bothell and Cascadia College, and local community social service agencies.

Timeline

Staff resources are the biggest variable that will determine the timeline for implementation. At the current staff levels and on-going project loads, Metro estimates that the Bothell Woodinville project will take approximately one year from implementation start date to be fully implemented. This is consistent with other large-scale multi-jurisdictional Alternative Services programs underway in the County. However, program elements will be rolled out over that period with several components implemented sooner.

Community Outreach Plan

This plan describes how Metro will include members of the public, students, staff, and administrators of the UW Bothell and Cascadia College, local governments, private businesses, and other transit agencies providing service to the area in the design, financing, and implementation of the suggested alternative services concepts. This process builds on the work of the winter 2016 public engagement process described earlier and leveraging the relationships Metro has built with local stakeholders.

Goals

The following goals will guide the community outreach component of the implementation work plan.

1. Raise awareness of the Alternative Services project and implementation with Bothell and Woodinville communities, transit riders, and project participants.
2. Promote the use of the new Alternative Services products – Community Van, Real-Time Rideshare, Commuter Van Program (TripPool and home-end Vanshare), and the Woodinville Tourist District Partnership.
3. Educate residents about transportation options in their communities and encourage learning about the public transit system in general and how to use buses and new Alternative Services to get the best value out of services available in each community.
4. As necessary, engage residents in community-based decision-making about the services and how to make their implementation and operation as successful as possible.

Stakeholders and audiences

Metro strives to communicate to all impacted stakeholders. The following groups have been identified as target audiences for communications related to this project.

- Peak-time commuters in Bothell and Woodinville
- Non-commuters and midday travelers in Bothell and Woodinville
- Park-and-ride users in Bothell and Woodinville
- Bothell and Woodinville elected officials and city staff
- Stakeholder Working Group members
- People who participated in previous surveys commenters
- Transit riders of all-day routes 236, 238, 372, 522, 535, CT105 and peak-only routes 237, 311, 312X, 342, DART931, 532, CT106, CT424
- Employees of CTR-affected work sites
- Community Transit and Sound Transit
- UW Bothell and Cascadia College students, staff and faculty
- Residents, employers, and underrepresented populations in Bothell and Woodinville

Outreach activities

The following indicates which messages and mediums will be used to communicate with different stakeholder groups.

Consultation on design, financing and implementation

- Members of the public
- Students, staff and administrators from UW Bothell and Cascadia College
- Cities of Bothell and Woodinville
- Private businesses in Bothell and Woodinville
- Community Transit and Sound Transit

Email notifications

- Stakeholders
- Transit Alert subscribers
- Outreach participants

Stakeholder briefings

- Local elected officials – Bothell and Woodinville
- UW Bothell and Cascadia College

Working Group

- Email members updates as the ordinance moves through County Council
- Reconvene the group if Alternative Services are implemented to provide an update and consider partnerships.

Partner marketing, promotion

- Identify and work with appropriate staff at the cities of Bothell and Woodinville, UW Bothell, Cascadia College, and interested employers to promote the Alternative Services implemented, including with online, social media, print, and face-to-face opportunities.

Earned media, social media

- Provide stories to The Woodinville Weekly & Northlake News, Bothell/Kenmore Reporter, Bothell Bridge (City of Bothell), The Navigator (Northshore Senior Center), plus area blogs and regional media
- Use King County social media to promote the new services

Advertising

- Consider purchasing print and online media ad space
- Consider purchasing Facebook advertising

Face-to-face events

- Staff ride area routes and talk with riders about the new services and encourage them to visit the website, call staff, download apps, and take informational materials.
- Do outreach events with ORCA to-go or tabling at community events.
- Hold "coffee and donuts" in the morning to inform riders of the new services at park-and-ride lots and popular bus stops.
- Attend local events to recruit potential TripPool, Vanshare, and Community Van drivers and riders.

Communications products and materials

- Website updates
- Brochures
- Posters
- Mail/mail inserts/bookmarks
- Rack card
- Blog, social media posts
- Resource sheet for people with special needs
- Resource sheet for city staff to communicate with residents

Community Outreach Timeline

The community outreach plan will be implemented in phases.

Community Outreach Phase 1: Notification to stakeholders about implementation (month one)

- Email update to Working Group members, route subscribers, and project participants
- Update to website
- Stakeholder briefings
- Consultation on design, financing and implementation

Community Outreach Phase 2: Launch Alternative Services product(s) once each is established (months two through six)

- Meet with Stakeholder Working Group – solicit their support in launching and promoting alternative services
- Update website – including program details for each new service
- Email update to working group members
- Produce collateral to describe various alternative services

- Host casual events at community gathering places and park-and-rides to promote new services
- Use advertising and promotional activities as budget allows to raise awareness and market new services
- Use traditional media relations and social media to tell the Alternative Services story

Community Outreach Phase 3: Ongoing monitoring and promotion (after each product is launched until end of pilot period)

- Check in with Working Group and solicit feedback and areas of improvement about how Alternative Services are working
- Stakeholder briefings as needed
- Monitor customer service issues and trends for areas of improvement

Estimated Costs of Implementation

The Bothell Woodinville Alternative Services project would include the suite of projects and services described earlier in this report. These services have been estimated to require a total project budget of approximately $626,000. Costs (and potential ridership) are estimated on a two-year basis because all Alternative Services projects are two-year demonstration projects. The different components of the project budget are summarized in Table 4 and include:

- **Capital:** Assets purchased by Metro for this project specifically including vehicles, phones, and vehicle branding.
- **Two-Year Fuel Costs:** An estimate of fuel costs based on current commuter van rates.
- **Two-Year Non-Fuel Operating:** These expenses exclude fuel and Metro overhead but include the salary of the Community Transportation Coordinator, vehicle insurance and maintenance, emergency ride home benefits for all riders, etc.
- **One-Time Start-Up Expenses:** Includes costs like driver vetting and incentive offers.

Table 4: Estimated project costs

Project	Capital	Two-Year Fuel	Two-Year (non-fuel) Operating	One-Time or Start Up Expenses	Estimated Project Cost
Community van	$88,000	$20,000	$137,000	$1,000	$246,000
TripPool/ Vanshare	$148,000	$27,000	$138,000	$3,000	$316,000
Real-time rideshare	$0	$0	$20,000	$4,000	$24,000
Woodinville Tourist District Promotional Partnership	n/a	n/a	$10,000	n/a	$10,000
Education campaign	n/a	n/a	n/a	$30,000	$30,000
Total estimated project cost					**$626,000**

The details of the community partnership required to implement these services have not yet been negotiated. Partnerships may involve financial contributions from jurisdictions or private entities but they may also be promotional or in-kind. No agreements have been made as of yet but local jurisdictions and organizations have already expressed interest in contributing to the success of these services.

Potential ridership

This section addresses potential ridership by first identifying the market potential for each of the individual products that comprise the alternative services program concepts identified for implementation and then using survey results to develop both conservative and optimistic measures of potential ridership.

Given the experimental nature of these projects and the multiple variables that influence ridership levels Metro has calculated potential ridership estimates for two scenarios: "conservative" and "optimistic". Table 4 describes how these estimates are calculated. The conservative estimate assumes the rider will ride less frequently while the optimistic estimate assumes higher usage.

General Assumptions

The following describes the general assumptions made for estimating potential ridership:

- For the purposes of estimating market potential, it was assumed that 20% of people who said they would be "very likely" to use the service would actually do so and 10% of people who said they would be "somewhat likely" to use the service would actually do so. This assumption is based on data from Communities In Motion campaigns.
- Participants who stated they would use a service "less than once/week" were assumed to take the service once every 21 days in the conservative estimate and once every 14 days in the optimistic estimate.
- Participants who stated they would use a service "more than 3 days a week" were assumed to use the service 5 days a week in the optimistic estimate and 3 days a week in the conservative estimate.
- The implementation of any product includes marketing and incentives similar to a Communities In Motion campaign; the ridership estimates are assumed to be for a time post-launch when it can be reasonably inferred that education and outreach efforts have had time to inform and incentivize the public to use these services. Metro assumes that, at launch, these services will not immediately perform at the ridership levels indicated as the population will still be learning about and gaining familiarity with the new services in their community.
- 15% of the non-transit rider population would consider switching to transit (as determined by Metro's Rider/non-Rider survey).
- Ridership estimates assume that services are being used for a "round-trip" of two one-way trips per stated use.

<u>Specific Assumptions</u>

In addition to the assumptions stated above which are valid for every product, there are a number of product-specific assumptions listed below:

Community Van

- The total market for Community Van is the entire population of the community as determined by US Census data.
- The market potential and ridership estimates assume that additional van supply is available to meet any level of demand.
- The model assumes that approximately one of every ten users of the system is a volunteer driver. This basis for this assumption is derived from the second concept preference survey.
- The model assumes rider access to a computer to check for available Community Van trips.

TripPool

- The total market for TripPool is residents of the community who commute to work as determined by US Census data.
- The market potential and ridership estimates assume that additional TripPool van supply is available to meet actual demand.
- The model assumes that approximately one of every ten users of the system is a volunteer driver. This basis for this assumption is derived from the second user preference survey.

Real-Time Rideshare

- The total market for Real-Time Rideshare is residents of the community who commute to work via car and 10% of the population of the community which commutes by bus as determined by US Census data. This market was assumed because real-time rideshare is most appealing to current car commuters and previous research on VanPools has shown that approximately 10% of the transit-using population would potentially switch to a ride-sharing program if one were convenient to them.

Vanshare

- The total market for Vanshare is people who work in community and commute to work by transit as determined by US Census data.

Table 5: Market and ridership potential

	Community Van	Real-Time RideShare	TripPool	Vanshare
Number of people in the total market	35,576	12,982	14,063	14,063
Proportion with a smart phone and a credit/debit card	N/A	75%	75%	N/A
Proportion who leave for work at approximately the same time (Two most popular 30-minute segments)	N/A	26%	26%	26%
Proportion who live within 10-miles of an over-capacity Park and Ride	N/A	N/A	80%	N/A
Proportion who are likely Transit Users*	15%	N/A	15%	15%
Target Market	**5,336**	**2,532**	**488**	**814**
Market Potential Estimation				
Stated "Very likely" to try the service	27%	7%	12%	7%
Stated "Somewhat likely" to try the service	32%	20%	26%	16%
Market Potential (Number of likely users)**	**453**	**85**	**24**	**23**
Potential Ridership - Conservative ("3 or more days/week" = 3 days; "Less than once/week"= 1 use every 21 days)				
"Would use 3 or more days/week"	19%	20%	33%	50%
"Would use 1/week"	37%	38%	43%	29%
"Less than once/week"	38%	36%	19%	18%
Boardings/week	**68**	**13**	**10**	**12**
Boardings/Year	**3,550**	**692**	**532**	**638**
Two-Year Total Ridership Estimate (conservative)	**7,100**	**1,384**	**1,064**	**1,276**
Potential Ridership - Optimistic ("3 or more days/week" = 5 days; "Less than once/week" = 1 use every 14 days)				
"Would use 3 or more days/week"	19%	20%	33%	50%
"Would use 1/week"	37%	38%	43%	29%
"Less than once/week"	38%	36%	19%	18%
Boardings/week	**120**	**23**	**18**	**21**
Boardings/Year	**6,261**	**1,222**	**935**	**1,092**
Two-Year Total Ridership Estimate (optimistic)	**12,522**	**2,444**	**1,870**	**2,184**

*** This adjustment factor is only applied to the portion of the potential market that does not use transit.**
**** These market potential calculations assume a 20% capture rate among those "very likely" to try the service and a 10% capture rate among those "somewhat likely" to try the service.**

Limitations

- The survey data used to determine potential ridership is not representative of the Bothell/Woodinville population as a whole. In the second concept preference survey, 73.3% of survey respondents identified at transit riders, while the more formal Rider/Non-Rider survey Conducted by King County in 2013 inferred that only 29% of the population is a transit rider. This can result in higher projected ridership than actual ridership as it is assumed that existing transit users would be more likely to try transit than non-transit users.
- Potential ridership figures were based on a small subset of responses to the survey questions as a whole. With such a small sample size (n<50 in most cases), a high degree of variance in the proportion of participants likely to use a service a given number of times/week is possible.

A Comparison of the Alternative Services Program's Estimated Cost and Ridership

Four Alternative Services projects have been fully implemented to date: Community Shuttle Routes 628, 630, and 631 were all implemented in response to September 2014 route deletions and the Snoqualmie Valley Shuttle Route 629 was implemented in 2013 as part of a "right-sizing" planning effort. Many of the riders on routes 628, 629, 630, and 631 were existing Metro customers who had previously ridden deleted or reduced routes. The ridership on the existing Alternative Services shuttles has been estimated assuming current trends continue (Table 6).

Table 6: Previously Implemented Alternative Services - Two-Year Ridership Estimates

Alternative Service Project	Total Boardings (two-year estimates)	Details
Snoqualmie Community Shuttle Route 628	29,000	Began operating February 2015. Partially replaced deleted routes 209 and 215.
Snoqualmie Valley (SVT) Community Shuttle Route 629	36,470	Began operating 2013. Partially replaced deleted routes 224 and 311.
Mercer Island Community Shuttle Route 630	59,240	Began operating June 2015. Partially replaced deleted route 202.
Burien Community Shuttle Route 631	34,370	Began operating June 2015. Partially replaced deleted route 139.

It is difficult to fairly compare the costs and ridership of the previously implemented projects and the project concepts identified for implementation in Bothell and Woodinville. The service

offering is very different and so are the community characteristics such as demographic make-up, geography, existing fixed-route bus service etc. Moreover, Bothell and Woodinville have not recently lost Metro routes; in fact these communities have received improved service in the March 2016 service change. Finally, an advantage of the Alternative Service concepts for implementation in Bothell and Woodinville relative to previously implemented alternative services projects is "scalability." Adding new service is relatively easy as ridership grows. Similarly, when ridership drops, service can be relatively quickly decreased.

For comparison purposes, conservative and optimistic two-year ridership estimates of the Alternative Services for Bothell and Woodinville have been calculated using the market potential methodology described above. These estimates are provided in Table 7 below. As noted in the assumptions for the market and ridership potential in Table 5, these estimates are based on the frequency with which the rider is expected to take the service. The upper "optimistic" end of the range assumes potential riders would take the service more often while the "conservative" end of the range assumes they would ride less frequently. The range of total ridership over the two-year period is estimated to be between approximately 11,000 and 19,000 rides. Metro anticipates that the actual ridership will likely fall somewhere in the middle of this range and will vary from month to month. Ridership will likely start low and grow as awareness of the program spreads.

Table 7: Bothell Woodinville Alternative Services two-year ridership potential

Alternative Service Project	Potential Ridership - Conservative (Two-year estimates)	Potential Ridership - Optimistic (Two-year estimates)
Bothell Woodinville Community Van	7,100	12,522
Bothell Woodinville Real-Time Rideshare	1,384	2,444
Bothell Woodinville Commuter Van Program (TripPool/Vanshare)	2,340	4,054
Total	10,824	19,020

Table 8 compares the costs of previously implemented Alternative Services projects and the estimated costs of the service concepts suggested for implementation in Bothell and Woodinville. The costs included here are capital, fuel, and operating. Start-up costs, the Education Campaign, the Woodinville Tourist District Promotional Partnership, and Metro overhead are not included in order to make a more equivalent comparison with the community shuttles.

Table 8: Cost comparison of previously implemented Alternative Service projects

	One-Time	Two-Year Estimates		
Project	**Capital**	**Two-Year Fuel**	**Two-Year Non-Fuel Operating***	**Two-Year Project Costs****
Alternative Services Programs Operated in King County in the Past Five Years				
Snoqualmie Community Shuttle Route 628	$329,000	$109,000	$568,000	$1,006,000
Snoqualmie Valley Community Shuttle Route 629 (SVT)	$248,000	$78,000	$650,000	$976,000
Mercer Island Community Shuttle Route 630	$482,000	$53,000	$535,000	$1,070,000
Burien Community Shuttle Route 631	$122,000	$20,520	$417,000	$559,520
Suggested Alternative Services Program for Bothell and Woodinville***				
Bothell Woodinville Community Van	$88,000	$20,000	$137,000	$245,000
Bothell Woodinville Real-Time Rideshare	$0	$0	$20,000	$20,000
Bothell Woodinville Commuter Van Program (TripPool/Vanshare)	$148,000	$27,000	$138,000	$313,000

*Service Hours, maintenance, insurance, emergency ride home
**Excluding Metro overhead, marketing, one-time start-up costs, and promotional costs
***The costs associated with the education campaign and Woodinville Tourism District partnership are not included here as they are not ongoing transportation services, but are rather part of the service delivery package.

In general, the suggested alternative services concepts for implementation in Bothell and Woodinville have lower overall estimated costs than alternative services programs operated in the past five years in King County. Estimated capital expenses are lower because vehicle costs are lower for commuter vans than for shuttles. Estimated fuel expenses are also lower because the smaller vehicles get better gas mileage. The estimated operating costs are lower in the case of Bothell and Woodinville than for the shuttles because the shuttles use paid contracted

operators to drive the vehicles while TripPool, Community Van, Vanshare, and Real-Time Rideshare leverage volunteers in the community to provide shared rides.

Conclusion

This report Metro describes a planning process for the development and implementation of an Alternative Services project in Bothell and Woodinville. The planning process included a service analysis, a needs assessment, a concept development and preferences analysis, and ridership potential and cost estimates analysis. Through the course of this planning process Metro identified transportation needs and gaps that can be addressed in a cost-effective way through an Alternative Services program that includes a Community Van program, a Real-Time Rideshare program, a commuter van program (TripPool and home-end Vanshare), a promotional partnership with the Woodinville Tourist District, and a community-wide education campaign. The alternative services concepts suggested for implementation in Bothell and Woodinville have been tailored to meet the unique needs and gaps identified by the community. The potential ridership and cost estimates above indicate that this program will provide good value to the community and complement the existing fixed-route bus service.

In the coming months Metro will continue to work closely with the jurisdictions and the post-secondary institutions to refine the project design and provide information and material as needed to support organizational decision-making. This might involve soliciting feedback from local transportation committees and city councils. With input from the local stakeholders Metro will narrow the focus of the concepts and draft the legal, operational, and framework necessary before implementation can begin.

The success of this Alternative Services project in Bothell and Woodinville will rest on the strength of the partnership the County develops with the local jurisdictions. Commitment to shared success is already evident in the community's response to the online surveys, in the UW Bothell's community-based learning partnership, in the volunteer time donated by Stakeholder Working Group members, and in the flexibility and enthusiasm of the Cities of Woodinville and Bothell. This spirit of teamwork and partnership will contribute to the successful implementation of the Alternative Services program in Bothell and Woodinville and help expand transportation choice for residents, workers, and students.

Appendix: University of Washington Bothell Student Reports

Bothell Woodinville Alternative Services Proviso Report

King County METRO

Addressing Transportation Gaps for King County Metro in Bothell and Woodinville, WA

Kellen Maloney
Patrick Naffah
Taj Singh
3/11/2016

Introduction

We were presented with the task of identifying areas with public transportation gaps within the King County Metro transit network in Bothell-Woodinville, and were given a heat map of the hotspots in the Bothell/Woodinville where students from UWB were more likely to travel to and from campus using transit. The focus of our research was to identify which areas are in need of improvements in transit services (e.g. additional bus stops, areas lacking transportation services, accessibility) and which areas in Bothell-Woodinville could benefit the most from the implementation of alternative Metro services such as rideshare, DART, or Dial-A-Ride. Some of the possible alternative services which could be implemented in areas with low accessibility could include: 1) community shuttle, where a route with flexible service areas is provided through a community partnership. Metro would provide the vehicle and it would be operated by a paid driver and service a fixed and flexible area; 2) A community hub which would give people access to transportation resources such as vans, bikes or bus route information. The advantages of this program include community partners who provide the information regarding transportation and scheduling, and Metro provides vehicles to use in low accessible areas; 3)A flexible rideshare program based on a mobile app similar to *Uber* which would use a private vehicle or one provided by King County Metro, this option has the advantage of responding to the specific needs of the commuter along with a set number of pickup points for the driver and incentives.

Methods and Data

The most efficient way to illustrate the transportation network and all of its aspects was to create a map. This map was composed of many different attributes, which all contributed in highlighting which areas had good coverage, and which ones needed some work. All the geographic information systems (GIS) data were obtained from King County's GIS Center (King County 2016). For the assessment, we followed a cost-distance approach. Cost-distance analysis is used to determine the costs of traveling across a network (road, stream, and infrastructure) to avoid oversimplifying distance measurements along complex spatial structures (Smith, 2016). The first step in cost-distance analysis is to determine the costs of travelling across different types of surfaces. This cost map focused on which elements of the geographic landscape provided ideal transportation and which areas could not be accessed based on walking distance. The criteria we used to determine areas in need were based on the information that the ideal distance people are willing to walk to a bus stops is a ¼ mile. We created the map in raster format (resolution 20 ft representing the average road/street) and performed all GIS analysis in ArcGIS v. 10.3 (ESRI, 2014).

The 'cost' of traveling across different areas was calculated given based on the idea of walkability. Ideal access areas (pedestrian walkways, streets, bus routes, etc.) received a value of 20 distance units, and the ones deemed inaccessible (highways, private property, buildings, etc.) were given a value of 5000. This raster was then converted into a map that displayed the cost of travel between each single bus stop in the study area and all other locations. This type of map is known as a cost-distance map. We calculated the cost distance cumulative value between bus stop locations (our sources) and all locations in the study area using the cost raster to determine the cost of travel. Basically, the distances closest to the bus stops were considered a low cost of travel. However, the farther the distance was from these bus stops then the greater the cost of travel was calculated at. This resulted in a map that showed the cost

of traveling along ideal networks, and how great the cost of travel was along them. The cost distance map was classified into increments of 1/8th of a mile, all the way up to 3/4th of a mile (based on the assumption that it would not be ideal to ask a person to walk a greater distance than that). Lastly, a heat map was added to show popular destinations within this region. This information came from a survey facilitated and compiled by UWB students. These datasets of transportation were clipped with the data of city boundaries (Bothell and Woodinville). This resulted in the initial view of transportation within these city limits.

Results

Downtown Woodinville and Bothell have relatively good walking accessibility to the King County Metro network. This area is represented in the darkest shade of green and encompasses an area 1/8th of a mile or less from the most trafficked road networks. The two yellow shades of road transportation represent areas with the least prefered distances for walking, but would still have some accessibility. This color represents street network that is located ⅜ to ⅝ of a mile from the nearest bus stops . Red and purple colored street networks indicate no walking accessibility. Our results show these areas tend to be located on the outskirts of the downtown areas, and far from the major road network of Highway 522 and I-405. The suburbs located northwest and southwest of downtown Bothell are two examples of these dense street networks that reduce walking accessibility.

The heat map that overlays the colored transportation network represents areas of interest. Data for the heat map was collected from an online survey. It suggests that the most trafficked areas include the Woodinville Tourism district, the Bothell Park & Ride, and Canyon Park.

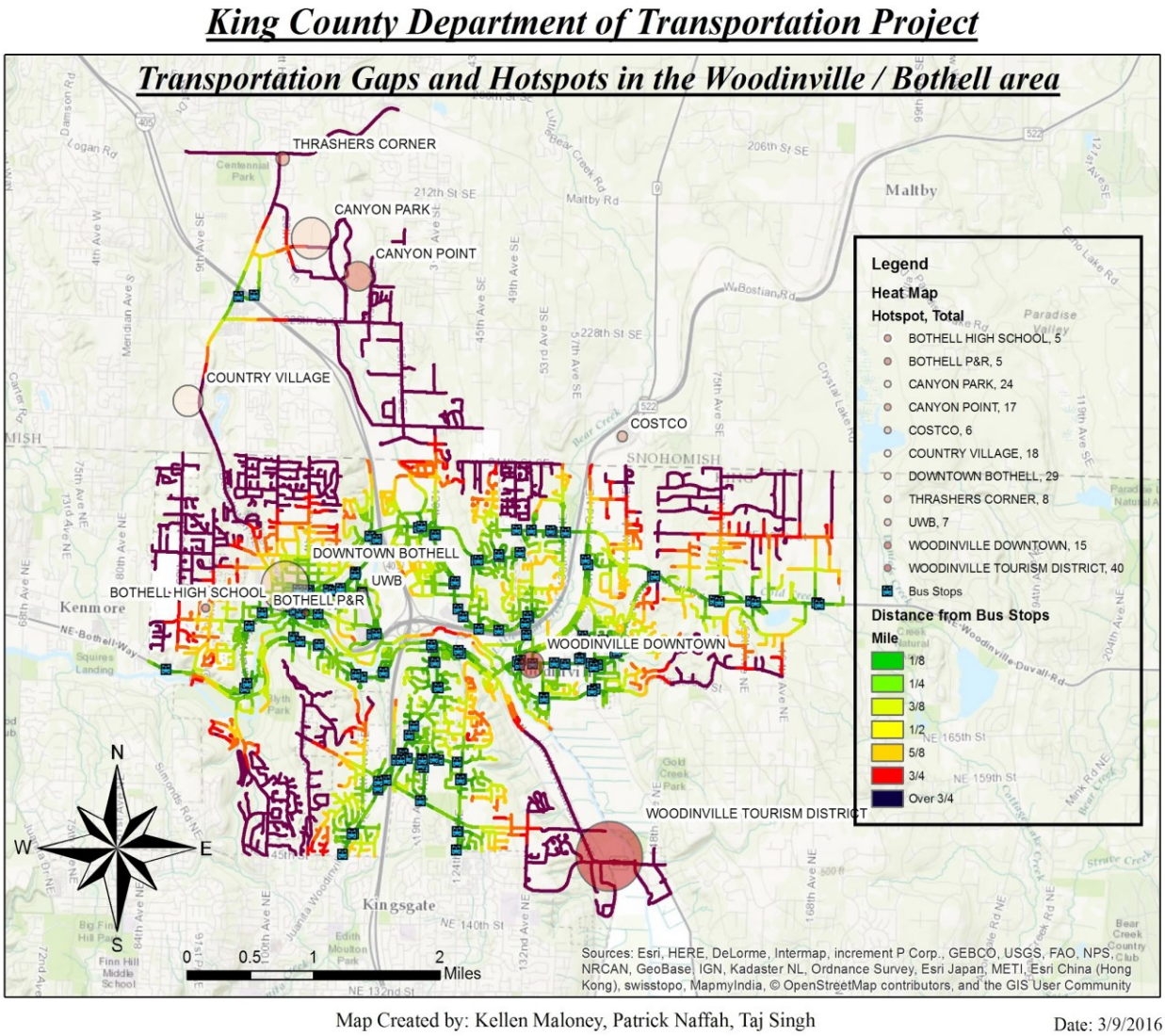


Figure 1.Highlights the areas in need of transit improvements in dark and light colors representing areas/streets with most accessibility to bus stops.

Conclusions and discussion:

In this study we found that areas and streets around large urban residential neighborhoods concentrated mainly west of Bothell and in the south Woodinville tourist district could be benefit from additional services such as bus stops or more frequent rides. Woodinville tourist district was a major hotspot with high traffic but low number of bus stops and residential neighborhood west of downtown Bothell had the lowest accessibility to nearby bus stops.

Other locations with low accessibility did not appear on the heat map. These were the two suburban areas in the northwest and southwest Bothell region. These areas may not have ranked for several reasons. One reason may be the lack of existing metro accessibility, like bus stops. This doesn't allow people the option to traffic these areas via metro. Another reason may relate to the way people in suburban neighborhoods travel. Most people in these areas drive cars and don't rely on public transportation; however that doesn't mean that they wouldn't use it if they had the option. These are areas that should be targeted with alternative methods of metro transit. The metro DART service may be a good match for suburban areas. This allows people to schedule the bus service when they need it. The DART vehicles are smaller and perhaps more mobile as well, they might be able to handle suburban roads better than a metro bus could. Adding bus stops in these locations may be suitable if the bus stop was placed in a central location within the suburb. However, a service that could pick people up at their front door would be even more efficient and preferred. Community Vans should also be considered as an option for these areas. Community vans are mobile and would operate well in a denser network of streets. People could meet at a centralized location, or, because of the vans efficiency, they could be picked up at their house. The community should have some responsibility then over the commuter vans scheduling and perhaps operation.

Our results should be taken with caution however. Because the city of Bothell lies in both Snohomish and King county, multiple mass transportation networks function in the same space. King County Metro even operates in areas of Snohomish County, like Canyon Park and Country Village, this makes the accessibility for public transit unrealistically low in these areas. Also, the heat map was created based on the results of a survey conducted through the internet. Because the survey sampled a limited population, its results may not be representative of the entire Bothell-Woodinville Metro region.

Next Steps

All in all, this analysis has provided a fair share of insight to the transportation network within this region. However, there are many other considerations to be made. Although a lot was learned, this analysis was still a preliminary exploration. There were several complications on our end with the research portion of the analysis. The sidewalk data was meant to be added to show easier access for walking. When this data layer was added to the map, only a small section of the map showed sidewalks. It was decided to disregard this data altogether. Another complication involved a road that existed, but was not in data form. This road network couldn't be displayed on the map. These are just a couple of common computer errors that can occur in any computer type of analysis. Aside from these, it would have been worthwhile to include demographics on population within the region. The displayed road networks provided a basic view of the suburbs and region, but were not an ideal representation on their own. Population datasets would supplement the regions well in showing what areas a transportation network would be most beneficial. One final change that would have tied this analysis together would be to combine all forms of transportation together. This map was created using King County transportation networks, as well as a narrow variety of data. When in reality, transportation within these cities is composed of many different providers: Sound transit, King County Metro, and others. A map that included these components would yield in a much more holistic representation. This project was a challenge, but more importantly it was a great learning experience. It provided great insight to tackling real world problems - compared to being assigned worksheet after worksheet. The problem was presented, but then the route and direction at which the solution was created was completely up to us. This created a lot of flexibility in lessons learned: whether it was from using the ArcMap software, creating the presentation style, or even coordinating as a team.

References

ESRI, 2014. ArcGIS desktop. Environmental Systems Research Institute. Redlands, CA.

King County GIS Center, 2016. *Data Portal*.
http://www.kingcounty.gov/operations/GIS/GISData.aspx.
Accessed Feb 28 2016.

Metro Service guidelines task force http://metro.kingcounty.gov/advisory-groups/service-guidelines-task-force/pdf/notebook/8-notebook-alternative-services.pdf

Smith, M. 2016. *Geospatial Analysis* 3rd Edition. http://www.spatialanalysisonline.com/output/
Accessed 6 March 2016.

As our population grows and roads are becoming more congested, King County Metro is continuing to work to provide affordable, convenient, safe, and reliable transportation for the residents of King County and beyond. Your participation in this survey will help King County Metro tailor new innovative transportation services to best fit the needs of individuals and families who live and work in Bothell and Woodinville.

Your participation in this survey is completely voluntary and your answers will be kept confidential. (INCLUDE HERE AN INCENTIVE FOR FINISHING THE SURVEY? EG: FREE CREDIT TOWARD ONE OF THE ALTERNATIVE TRANSPORATION SERVICES). The survey will take approximately x minutes to complete.

Part 1: Questions about where you live, work, and travel in Bothell and Woodinville

Do you live in the Bothell/Woodinville area?

1 yes

2 no

3 not sure

4 prefer not to answer

Do you work in the Bothell/Woodinville area?

1 yes

2 no

3 not sure

4 prefer not to answer

Do you attend school (K-12; technical college; college or university) in the Bothell/Woodinville area?

1 yes

2 no

3 not sure

4 prefer not to answer

Do you regularly commute for either school or work purposes?

1 yes

2 no

3 not sure

4 prefer not to answer

Does anyone else in your household regularly commute for either school or work purposes?

1 yes

2 no

3 not sure

4 prefer not to answer

Which days of the week do you most regularly commute to your location? (check all that apply)

1 Monday

2 Tuesday

3 Wednesday

4 Thursday

5 Friday

6 Saturday

7 Sunday

8 I do not regularly commute

On average how many miles do you commute in a day?

0-9 miles

10-19miles

20-29miles

30 miles+

I do not regularly commute

On an average day what hours of the day do you spend traveling or commuting?
(select all that apply)

4-6 AM

6-8 AM

8 -10 AM

11 AM -1 PM

1-3 PM

3-5 PM

5- 7 PM

7-9 PM

9- 11 PM

11 PM- 1 AM

1- 3 AM

In general, how flexible are your daily transportation needs?

1 Not flexible, I almost always have to arrive and leave at a specific time.

2 Somewhat flexible

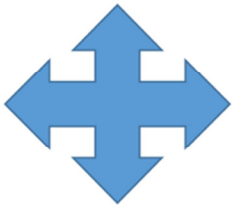
3 Very flexible, I can arrive and leave during any time of the day.

Below is a map of the Bothell/Woodinville area. Please indicate the number of the area where you live and where you work.

In which grid do you live?_____

To which grids do you most often travel?_____

North



How much money per week does your household spend on transportation related expenses?

$0.00-$10.00

$10.00-$20.00

$20.00-$30.00

$30.00-$40.00

$40.00-$50.00

$50.00+

not sure

prefer not to answer

Part II: questions related to your interest in several new alternative services currently being developed by King County Metro.

In contrast to the standard mass transportation model, our new services will use smaller vehicles (cars and vans) and provide more tailored and personalized transportation.

TRIP POOL, VAN POOL, & REAL-TIME RIDE SHARE (Provide brief descriptions of all services here. Include the incentives provided for the drivers and riders, such as a guaranteed parking place at Park and Ride).

Individuals may have many reasons for using trip pool, van pool, and real time ride share. For each of the statements below please indicate how important these reasons are for you.

I want to reduce my carbon footprint (environmental)

1 Very important

2 Somewhat important

3 Neutral

4 Not important

I want to reduce my travel costs

1 Very important

2 Somewhat important

3 Neutral

4 Not important

I want to reduce my commute stress

1 Very important

2 Somewhat important

3 Neutral

4 Not important

I enjoy meeting new people

1 Very important

2 Somewhat important

3 Neutral

4 Not important

The fee for trip pool is $2.80 ($1.50 flat rate+ 5 mile minimum) +$.26 per additional mile for our trip pool services. How affordable is this fee for you?

Extremely affordable

Quite affordable

Occasionally affordable

Not affordable

Please indicate your level of comfort in sharing trip pool rides with the following:

Your work colleagues

1 Very comfortable

2 Comfortable

3 Uncomfortable

4 Very uncomfortable

5 not applicable

Parents and their young children

1 Very comfortable

2 Comfortable

3 Uncomfortable

4 Very uncomfortable

Individuals of a different gender as you

1 Very comfortable

2 Comfortable

3 Uncomfortable

4 Very uncomfortable

Service animals

1 Very comfortable

2 Comfortable

3 Uncomfortable

4 Very uncomfortable

To what degree would it be important to you to have any of the following safety features included in King County Metro's alternative transportation services?

1 Cameras or video surveillance

2 Driver and passenger rating system

3 SOS button on mobile device

How comfortable are you with a volunteer driver picking you up at your home?

1 Very comfortable

2 Comfortable

3 Uncomfortable

4 Very uncomfortable

How comfortable are you with a volunteer driver picking you up at a designated location close to your home?

1 Very comfortable

2 Comfortable

3 Uncomfortable

4 Very uncomfortable

How long would you be willing to wait for a pick up in a designated area?

1-5 minutes

6-10 minutes

11-20 minutes

21-30 minutes

31-40 minutes

41-50 minutes

51-60 minutes

What concerns do you have about using trip pool? Check all that apply:

1 I have young children that need accommodations

2 I am concerned that it might be inconvenient for me

3 I am concerned about the cost

4 I am concerned about safety

5 Other (please explain)

To what degree do you agree with the following statements?

It is important for me to be able to request the age of my driver.

1 strongly agree
2 agree
3 neutral
4 disagree
5 strongly disagree

It is important for me to be able to request the gender of my driver.

1 strongly agree

2 agree

3 neutral

4 disagree

5 strongly disagree

King Country Metro is committed to providing safe transportation for all passengers. Toward this end, for our Real-Time Rideshare program we have enabled a safety service that would allow you to automatically send a text to your designated safety contacts with information such as where you were going, who you were with, and when you arrive.

How important is this service to you in terms of ensuring your own safety?

1 Very important

2 Somewhat important

3 Neutral

4 Not important

***How important is this service to you in terms of ensuring the safety of your loved ones using this service*?**

1 Very important

2 Somewhat important

3 Neutral

4 Not important

What concerns do you have about using real time ride share? Check all that apply:

1 I have young children that need accommodations

2 I am concerned that it might be inconvenient for me

3 I am concerned about the cost

4 I am concerned about safety

5 Other (please explain)

For what purposes might you be able to use the Real-Time Ride share service? (check all that apply):

1 Work related (ex: going to and from work)

2 School related (ex: going to and from school)

3 Medical related (ex: going to a doctor's appointment)

4 Personal (ex: shopping; going to a friend's house)

5 Entertainment (ex: going to the movies)

6 Recreational (ex: going to a gym or park)

7 Other ….(please specify)

From what you know thus far, what is the likelihood of you using Real-time Rideshare?

1 Very likely

2 Somewhat likely

3 Somewhat unlikely

4 Very unlikely

5 Not sure

From what you know thus far, what is the likelihood of you using Trip Pool or Van Pool?

1 Very likely

2 Somewhat likely

3 Somewhat unlikely

4 Very unlikely

5 Not sure

Part III: Concluding questions about factors that may impact your transportation needs or preferences

Do you have regular access to a smart phone?

1 yes

2 no

3 not sure

4 prefer not to answer

What is your approximate age?

1 13 or younger

2 14-17

3 18-23

4 24-30

5 31-40

6 41-50

7 51-60

8 61-70

9 71-80

10 81-90

11 91+

With what gender do you personally identify?

1 Female

2 Male

3 Transgender

4 Other (write in response here): _____

What language do you consider to be your "home" or first language?

1 English

2 Spanish

3 Russian

4 Hindi

5 Other …

Are you a parent or guardian of a young child who needs to use a car seat?

1 yes

2 no

3 not sure

4 prefer not to answer

Are you deaf or very hard of hearing?

1 yes

2 no

3 not sure

4 prefer not to answer

Do you need language translation services?

1 yes

2 no

3 not sure

4 prefer not to answer

Do you need assistance getting in and out of a vehicle?

1 yes

2 no

3 not sure

4 prefer not to answer

Do you need any of the following disability services? (check all that apply)

1 Wheelchair accessibility

2 Service animal accommodations

3 Other

4 I do not need any disability services

What is your approximate gross household income for 2015?

$0- $18,999

$19,000-$29,999

$30,000 -$39,999

$40,000- $49,999

$50,000- $59,999

$60,000-$69,999

$70,000-$79,000

$80,000-$89,999

$90,000-$99,999

$100,000-$120,999

$130,000-$150,999

$160,000-$180,999

$190,000-$219,999

$220,000+

not sure

prefer not to answer

Is there anything else that you would like to share with us here? If so, please write in the space below.

Thank you for taking our survey! As a gesture of thanks, as well as to provide an incentive to try out our new services, we are offering you X credit toward x, y, or z services.

Extra questions (Note from Kari Lerum: I don't think these will be useful for you for this survey; many are dealing with vetting the volunteer drivers. But the students wanted to share these with you as well

On a scale of 1-5 how much do you trust King County Metro's process of assigning volunteer drivers (1 being least trusting 5 being most trusting)?

1_2_3_4_5_

What information would you need in order to make trip pool accessible to you?

Fill in the Blank _____

How comfortable do you feel with navigating the trip pool website?

1-10 scale

How comfortable are you with pets in the car?
Very Comfortable
Comfortable
Fairly Comfortable
Slightly Comfortable
Not Comfortable

Does the trip pool website provide enough resources to answer the questions you may have?

(Yes, No, Unsure)

How comfortable do you feel driving in any of the following conditions/situations? (Check all that apply)

( ) Rain

( ) Snow

( ) High traffic areas

( ) Driving strangers

( ) Driving in the dark

Other: _____

On average, how many hours are you willing to drive in a day?

1-3

4-6

7-9

How comfortable are you with the current trip pool safety precautions in place?

Very comfortable

Comfortable

Uncomfortable

Very uncomfortable

How many miles would you be willing to drive at $.26 a mile?
0
1-5
6-10
11-15
16-20

How important is it to have a return ride?
Very Important
Important
Fairly Important
Slightly Important
Not important

How comfortable are you with being responsible for your passengers safety?

1 Very comfortable

2 Comfortable

3 Uncomfortable

4 Very uncomfortable

Driver Eligibility

1. Are you 21 or over?
   Yes

No
If, No go the next set of questions

2. Do you have a valid Washington State Driver's License?
   Yes
   No
   If answered yes to both questions you are eligible to be a TripPool Driver.
3. As a TripPool driver, how long are you willing to drive before arriving at your Park and Ride/Transit Center?
   0-15minutes
   16-30minutes
   31-45minutes
   46-60minutes

ATTACHMENT 2

April 29, 2016

The Honorable Joe McDermott
Chair, King County Council
Room 1200
C O U R T H O U S E

Dear Councilmember McDermott:

King County Metro's Alternative Services Program was created to develop and test new transportation services for areas of King County that, as noted in Metro's Strategic Plan, may lack the kind of land use, infrastructure, and density that support the cost-effective use of traditional fixed-route bus service. The program is piloting innovative transportation services such as TripPool and Community Van as well as new ways of improving access to mobility. To date, Alternative Services projects have been implemented in the Snoqualmie Valley and the cities of Burien, Mercer Island, Snoqualmie, North Bend and Issaquah.

As required by Ordinance 18110, Section 49 B, Proviso P8, which amended Ordinance 17941, I am transmitting to the King County Council a motion accepting the Bothell Woodinville Alternative Services Proviso Report. Consistent with the proviso, the report includes:

> *1. A plan for implementation of an alternative services program providing service between the campus of the University of Washington-Bothell and Cascadia Community College and the cities of Woodinville and Bothell, which shall be designed to address travel needs of college students and employees; individuals living or working in the cities of Woodinville and Bothell; and other transit consumers;*
>
> *2. The community outreach plan used to identify stakeholders. The plan shall include members of the public; students, staff, and administrators of the University of Washington-Bothell and Cascadia Community College; local governments; private businesses; and other transit agencies providing service in the area, who shall be consulted on the design, financing, and implementation of the alternative services program;*

3. The costs of implementation of a preferred alternative services program and any financial partnerships developed to pay for these costs;

4. Potential ridership including individuals affected by other bus service changes, geographic coverage, access and linkage to the regional transit network and the services being or planned to be delivered; and

5. A comparison of this alternative services program's estimated cost and ridership with the cost and ridership of other alternative services programs operated by the county in the past five years.

This report includes alternative service concepts for implementation in Bothell and Woodinville as well as a plan for carrying out such an implementation. The intent of the alternative services concepts identified in the report is to provide transportation services to meet needs and fill gaps to complement the fixed-route transportation system.

The Alternative Services implementation plan in the report would further the goals of the countywide Strategic Plan by building lasting regional partnerships, building a culture of performance, reducing environmental impacts, and meeting the growing need for transportation services throughout the County.

The Alternative Services implementation plan in the report would meet the objectives of the Equity and Social Justice ordinance by providing access to safe and efficient public transportation to people in areas where there may be gaps in the fixed-route transportation system. The implementation of the alternative service products recommended in this report would provide new public transit service to low-income census tracts in Bothell and Woodinville. The flexible nature of these programs would allow them to better serve widespread needs that might not currently be met by the existing fixed-route network in these areas which are concentrated along a limited number of corridors.

This plan furthers the goals of the Strategic Climate Action Plan by supporting the strategies of providing and expanding public transit and implementing new transportation products in rural and suburban areas not well-suited to fixed-route transit, both of which are found in the "Transportation Choices" category of the Transportation and Land Use goal. The services in this plan would both expand public transit into areas that don't have existing fixed-route service and implement new transportation products for Bothell and Woodinville.

A public engagement process was conducted in the communities of Bothell and Woodinville to identify transportation needs and gaps, and supports the recommendations in the report. The process included two online surveys, four meetings of a Stakeholder Working Group, and multiple meetings with key stakeholders. The final Public Engagement Report is attached to this letter for your reference.

It is estimated that the Bothell Woodinville Alternative Services Report required 170 staff hours to produce, costing $10,200. The estimated printing cost for this report is nominal.

Thank you for your consideration of this motion accepting the Bothell Woodinville Alternative Services Report.

If you have any questions, please feel free to contact Carol Cooper, Supervisor of Market Development, Service Development Section, Metro Transit Division, at 206-477-5871, or via email at carol.cooper@kingcounty.gov.

Sincerely,

Dow Constantine
King County Executive

Enclosures

cc: King County Councilmembers
ATTN: Carolyn Busch, Chief of Staff
Anne Noris, Clerk of the Council
Carrie S. Cihak, Chief of Policy Development, King County Executive Office
Dwight Dively, Director, Office of Performance, Strategy and Budget
Harold S. Taniguchi, Director, Department of Transportation (DOT)
Rob Gannon, Interim General Manager, Metro Transit Division, DOT
Victor Obeso, Deputy General Manager, Planning and Customer Services, Metro Transit Division, DOT
Marty Minkoff, Acting Manager, Service Development, Metro Transit Division, DOT
Carol Cooper, Supervisor, Market Development, Service Development, Metro Transit Division, DOT

[Blank Page]

Bothell Woodinville Alternative Services Proviso Report

King County Council
Transportation, Economy and Environment Committee
May 31, 2016

King County METRO

We'll Get You There

Public Engagement Process

Phase 1: Needs Assessment

Goal: Understand and identify transportation needs and gaps.

Process: Solicit feedback from community key stakeholders via surveys, media, and Stakeholder Working Group.

Phase 2: Concept Preference Analysis

Goal: Develop and refine alternative service solution concepts. Understand which concept is preferred.

Process: Develop solution concepts with Stakeholder Working Group using survey analysis. Present to community via surveys etc.

Phase 3: Report Back

Goal: Communicate results to community and key stakeholders.

Process: Publish public engagement report and meet with stakeholders to review outcomes and next steps.

Alternative Services Concepts 1-3

Community Van

- Metro owned and maintained vehicles provided in partnership to a local city
- Pre-scheduled group trips to local destinations
- Volunteer drivers

Real-Time Rideshare

- Leverages a mobile application to enable private carpool ride-matching in real-time
- Rider pays a fare
- Driver is reimbursed for expenses through the application.

Commuter Van Programs

Commuter Van programs utilize Metro vans and provide guaranteed parking at P&Rs to participants

Vanshare

- Riders arrange their trips in advance and share the ride to/from transit with the same group of people on a fixed schedule
- Users pay a monthly fare

TripPool

- Leverages a mobile application to match riders between their homes, school or work and a local transit center in real-time
- Users pay a standard Metro fare per trip

Alternative Services Concepts 4-5

Woodinville Tourism District Partnership

Foster partnerships with ride-hailing companies to serve the Woodinville Tourism District more effectively

Education campaign with incentives

Mail and online outreach to Bothell/Woodinville residents and UWB/CC students and staff including the following:

Neighborhood Travel Map

Map that details all the transportation options available to the public

- Bus routes/stops
- Sidewalks/bike facilities
- Major community destinations
- New alternative transportation services
- 10-minute walkshed

Information about new service

- Details on fixed-route service improvements in the March service change
- Introduction to the Alternative Services products

Information about tools and services

- Real-time bus arrival
- Trip Planning
- Ridesharing resources

Incentives to join VanShare, Community Van, TripPool, and Real-Time Ride Share

Reserved P&R parking and rewards

- New VanShare participants
- New TripPool participants

Rewards for

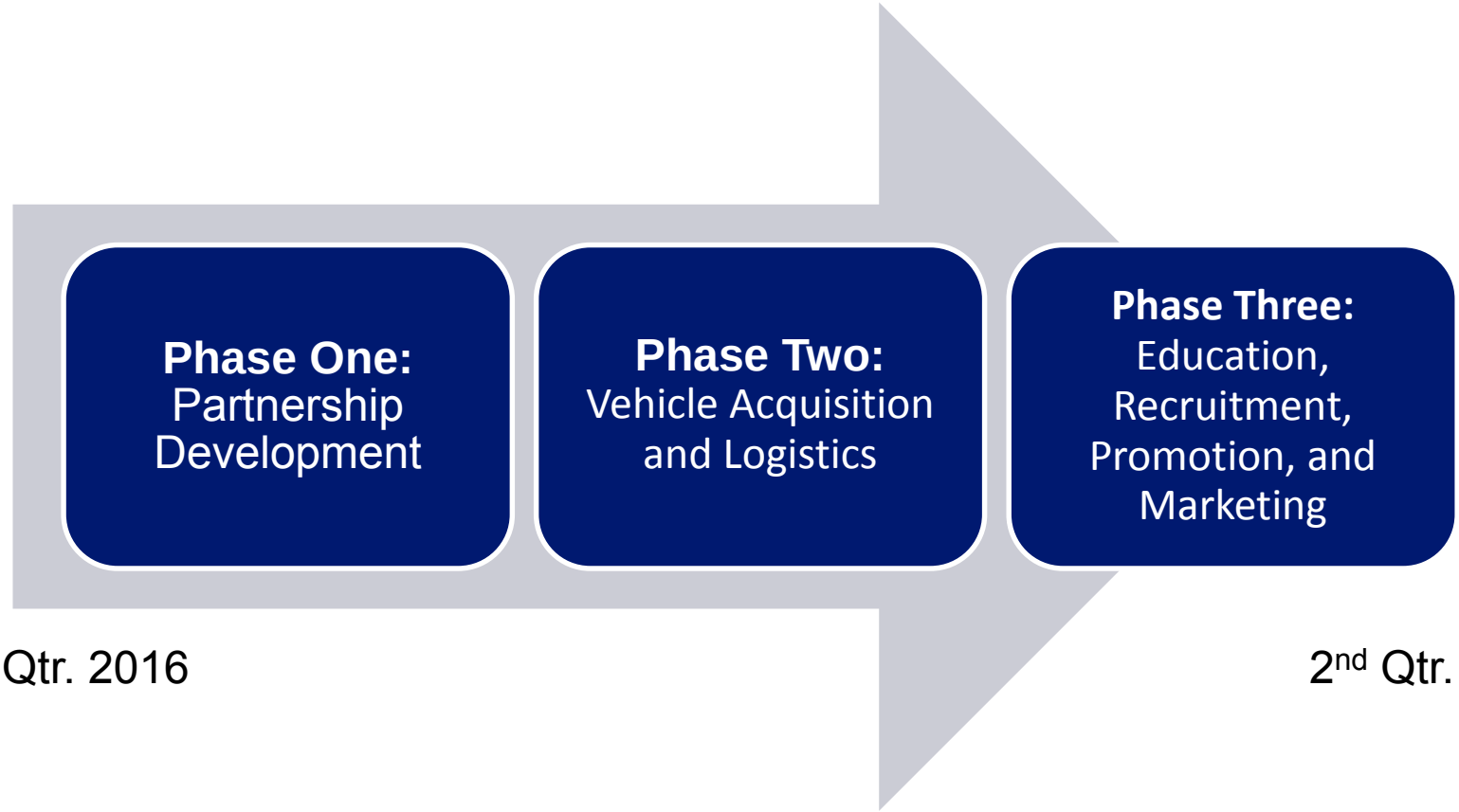
- New Real-Time Rideshare users
- Community Van users

Estimated Two-Year Project Costs

Project	Estimated Project Cost*
Community van	$246,000
TripPool/ Vanshare	$316,000
Real-time rideshare	$24,000
Woodinville Tourist District Promotional Partnership	$10,000
Education campaign	$30,000
Total estimated project cost	**$626,000**

* Includes $236,000 in capital costs and $38,000 in one-time start up costs.

Implementation Work Plan Summary



2nd Qtr. 2016

2nd Qtr. 2017

King County

Metropolitan King County Council
Transportation, Economy and Environment Committee

STAFF REPORT

Agenda Item:	11	**Name:**	Mary Bourguignon
Proposed No.:	2016-0136	**Date:**	May 31, 2016

SUBJECT

Proposed Ordinance 2016-0136 would authorize the Executive to enter into a 10-year agreement, with two five-year extensions, with Go Ape Cougar-Squak LLC to construct and operate a treetop adventure course in Cougar-Squak Corridor Park.

SUMMARY

Proposed Ordinance 2016-0136 would authorize the Executive to enter into a 10-year agreement, with two five-year extensions, with Go Ape Cougar-Squak LLC to construct and operate a treetop adventure course in Cougar-Squak Corridor Park.

The agreement is proposed as part of the King County Parks and Recreation Division's mandate to recoup business revenues from parks facilities. It would provide annual revenues to the County during the term of the agreement starting with an annual minimum of $20,000 and increasing in a graduated fashion, with the County receiving between three and 15 percent of gross receipts (three percent if gross receipts are less than $800,000 and increasing to 15 percent if gross receipts are greater than $1.75 million).

Prices for the public to traverse the treetop adventure course would begin at $38 for youth and $58 for adults. The proposed agreement includes provisions for how those rates (and the annual minimum payment to the County) could be increased over time.

Cougar-Squak Corridor Park, where the treetop adventure course would be located, is an approximately 730-acre open space that was created through land acquisitions funded by the 1989 Open Space Bond, Real Estate Excise Tax, Conservation Futures Tax, and Parks Levy. The park connects Cougar Mountain Regional Wildland Park with Squak Mountain State Park to create several thousand acres of open space. The proposed treetop adventure course would be located on approximately 10 acres at the western edge of the park adjacent to State Route 900.

Amendment 1 is a technical amendment that would provide clarity and consistency in the definitions used in the proposed agreement.

BACKGROUND

Parks' entrepreneurial role. In 2002, in light of severe fiscal pressures on the County's General Fund, the Council approved a business transition plan for the Parks and Recreation Division (Parks).[1] The business transition plan outlined a strategy to gradually reduce General Fund support for the County's parks and recreation system while increasing Parks' entrepreneurial role.

Following the adoption of that plan, Parks' General Fund allocation declined from $18 million in 2002 to $0 in 2011. Instead, Parks has relied on voter-approved property tax levies (in 2003, 2007 and 2013), as well as entrepreneurial revenues from ballfield rentals, facility reservations, concerts, and special events such as Cirque du Soleil at Marymoor Park.

In 2015, Parks collected $5.84 million in business revenues[2] toward an annual operating budget of just under $40 million,[3] exceeding its business revenue target of $5.23 million.[4]

Cougar-Squak Corridor Park. Cougar-Squak Corridor Park, where the treetop adventure course would be located, is located between Issaquah and Renton. It is an approximately 730-acre open space park that links Cougar Mountain Regional Wildland Park with Squak Mountain State Park. (See Attachment 3 for a map of the area)

Much of the park was purchased with proceeds from the 1989 Open Space bond and Real Estate Excise Tax. However, beginning in 2014, Council approved a total of $4.45 million from the Conservation Futures Tax and Parks Levy to purchase approximately 226 acres on seven parcels near State Route 900.[5]

In 2015, following the latest land purchase, Parks conducted a community process to discuss potential uses for the park. The idea of a ropes course was discussed during that process.[6]

Go Ape. Go Ape is a private company that constructs and operates treetop adventure courses and zip lines. The company currently operates 14 adventure courses along the East Coast and in the Midwest.[7] Go Ape (called the "Concessionaire") and Parks negotiated the proposed agreement based on the community process for Cougar-Squak Corridor Park.

Proposed Agreement. The proposed agreement is included as Attachment A to Proposed Ordinance 2016-0136. It covers:

---

[1] Ordinance14509
[2] 2016-RPT0036
[3] Ordinance 17941
[4] K.C.C. 7.08.060
[5] Ordinance 17695: $500,000 CFT, $1,500,000 Parks Levy; Ordinance 17941: $400,000 CFT, $1,050,837 Parks Levy; Ordinance 18239: $1,000,000 Parks Levy
[6] http://www.kingcounty.gov/services/parks-recreation/parks/trails/backcountry-trails/cougar-squak.aspx
[7] https://goape.com/

- **Geographic Definitions.** The agreement includes descriptions of the: Park (§1); an approximately 10-acre area called the Grounds in which the adventure course would be located[8] (§2); the Facility, which would include the treetop adventure course and a modular office (§3); and a Common Area, an area within 10 feet of the Facility and on which the Concessionaire would provide trash pickup (§4).

- **Facility Use.** The agreement describes the Concessionaire's use of the Facility, Common Area and Grounds, noting that the Concessionaire will have access to the treetop adventure course during the hours the park is open (§5).

- **Services, Merchandise and Pricing.** The agreement describes how the Concessionaire would price tickets to the treetop adventure course and merchandise (such as t-shirts), and notes that the Concessionaire must receive approval from the County to increase prices more than 10 percent at a time or more than once a year (§6).

- **Term.** The agreement sets the term as being from the "effective date" (when it is signed by both parties) until the 10th anniversary of that date. The agreement also provides for two successive five-year extensions (§7).

- **Contract Fees.** The agreement sets the fees the Concessionaire will pay the County, starting with an annual minimum of $20,000, which can be increased each year. The agreement notes that in most years, it is anticipated that the Concessionaire would not pay the minimum fee but would instead pay a percentage of its gross receipts, which are set by a fee schedule (see Table 1 below) and timing (by December 15 each year) (§8).

Table 1. Proposed Fee Schedule

Go Ape Annual Gross Receipts	Percentage to County	Range of Dollars to County	
		Minimum	Maximum
$0 to $800,000*	3.0%	$20,000**	$24,000
$800,001 to $900,000	5.0%	$40,000	$45,000
$900,001 to $1,000,000	7.0%	$63,000	$70,000
$1,000,001 to $1,200,000	8.0%	$80,000	$96,000
$1,200,001 to $1,500,000	10.0%	$120,000	$150,000
$1,500,001 to $1,750,000	12.0%	$180,000	$180,000
$1,750,001 +	15.0%	$262,500	?

Source: Section 8 of proposed Agreement
Notes:
*At $58 for an adult ticket, reaching $800,000 in gross receipts would require nearly 14,000 tickets. Assuming a six-month course season, that would average 77 adult tickets per day.
**$20,000 is the annual minimum payment set by the agreement.

[8] As clarified by Amendment 1, the Grounds would be defined as all of parcel number 0623069052 and approximately 1,000 feet of the north end of parcel number 0623069031.

- **Taxes, Utilities, Security Deposit.** The agreement requires the Concessionaire to pay all required taxes or assessments and to pay all costs needed to install, connect, relocate, and operate utilities needed to operate its treetop adventure course. The agreement also requires the Concessionaire to pay a $7,500 security deposit (§9-11).

- **Design and Construction.** The agreement sets out the terms under which the Concessionaire will design its adventure course, secure needed permits, undertake construction, and provide for liability insurance for its contractors (§14).

- **County Improvements.** The agreement requires the County to make two improvements to the park: an ADA-accessible restroom, toward the construction of which the Concessionaire will contribute $25,000; and 35 gravel parking spaces for the Concessionaire's use (§15).

- **Maintenance.** The agreement covers the maintenance responsibilities of both the County and the Concessionaire, as well as requirements for annual safety inspections (§17).

- **Operating Hours and Conditions.** The agreement sets a process for determining operating hours for the treetop adventure course, the park overall, and for special events. It also provides terms for the Concessionaire's operation of the treetop adventure course, its conduct, and its access to the Facility during hours when the park is closed (§18-21).

- **Indemnification, Termination.** The agreement provides for indemnification, insurance, and the conditions under which the agreement could be terminated.

ANALYSIS

Consistency with Adopted Policy. The proposed agreement between King County Parks and Go Ape is consistent with Parks' business transition plan, which requires Parks to seek business revenue and develop entrepreneurial partnerships. The proposed Concessionaire, Go Ape, has a record of successful treetop adventure courses in other parts of the country. The proposed agreement provides for a defined term with two extension periods, as well as clear procedures for termination should that be necessary.

Facility Location. The proposed agreement defines an approximately 10-acre area within Cougar-Squak Corridor Park on which the treetop adventure course would be located. This area, which is called the "Grounds" in the proposed agreement, is located at the western edge of the park adjacent to State Route 900. DNRP staff have noted (and Amendment 1 to the Proposed Ordinance clarifies) that the Grounds would be defined as all of parcel number 0623069052 and approximately 1,000 feet of the north end of parcel number 0623069031. These parcels were acquired by King County in 2014, as part of the purchase of 226 acres on the western edge of the park.

- **Eligible uses.** Because several of the parcels acquired as part of the 226-acre purchase were acquired using Conservation Futures Tax (CFT), which does not permit active uses such as a treetop adventure course, staff researched the

funding sources for the two parcels proposed to be included in the Grounds for this project. These two parcels were acquired using Parks Levy and Real Estate Excise Tax funds,[9] both of which permit active uses.

The two parcels proposed to be designated as the Grounds for the treetop adventure course were noted at the time of purchase as being "subject to the terms of the Parks Levy authorized by King County Ordinance 17568 and approved by voters in August 2013." The deed also notes that the "County covenants that the property will be used for the purposes contemplated by Ordinance 17568, that the property shall not be transferred or conveyed except by deed providing that the property shall continue to be used for the purposes contemplated by Ordinance 17568, and that the property shall not be converted to a different use unless other equivalent property within the County shall be received in exchange therefore."[10]

Ordinance 17568, through which the Council placed the 2013 Parks Levy on the ballot, states that 47 percent of levy proceeds is to be used for maintenance and operations of the parks system, and 39 percent of levy proceeds to be used for acquisition of open space, regional trails, major maintenance, improvement of parks system infrastructure, and development of trailhead facilities.[11] The proposed use appears to be consistent with these allowed uses.

- **Community planning process.** As noted above, Parks conducted a community planning process during 2015 to discuss possible uses for the newly acquired 226 acres. The concept of a treetop adventure course was discussed during those meetings. Subsequent outreach to community members by district staff has confirmed that community members are aware of the proposed treetop adventure course and would not oppose it.

Proposed revenue structure. As Table 1 above shows, the proposed agreement would provide for a minimum annual payment to the County of $20,000, with payments above that based on an increasing scale of percentage of gross receipts.

This proposed revenue structure compares favorably with the structure Go Ape negotiated in 2014 with the Cleveland Metroparks system.[12] That agreement began with a slightly lower minimum use fee ($15,000 in year 1, increasing to $20,000 by year 5). It also negotiated a lower revenue share of gross receipts, topping out at six percent for $1 million in gross receipts or more. This compares with the proposed County structure (as outlined in Table 1) that proposes a seven percent share at the $1 million level, and then continues up to a share of 15 percent at gross receipts of $1.75 million or more.

AMENDMENT

Amendment 1 is a technical amendment that would provide clarifications to the agreement. Specifically, it would define geographic terms with more specificity, use consistent terms to describe potential visitors to the park and the treetop adventure

[9] Deed 2014012800846, January 23, 2014
[10] Deed 2014012800846, January 23, 2014, Exhibit C Deed Recital
[11] Ordinance 17658 §4
[12] Minutes of the Board of Park Commissioners of the Cleveland Metropolitan Park District, June 19, 2014

course, and provide more clarity about the Concessionaire's responsibilities during design and construction.

LINKS

Cougar-Squak Corridor Park: http://www.kingcounty.gov/services/parks-recreation/parks/trails/backcountry-trails/cougar-squak.aspx

Go Ape: https://goape.com/

ATTACHMENTS

1. Proposed Ordinance 2016-0136 (and its attachment)
2. Amendment 1 and its attachment
3. Map of Cougar-Squak Area
4. Fiscal Note
5. Transmittal Letter

INVITED

- Kevin Brown, Director, King County Parks and Recreation Division

ATTACHMENT 1

KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

May 26, 2016

Ordinance

Proposed No. 2016-0136.1 **Sponsors** Dunn

AN ORDINANCE authorizing the King County executive to enter into a ten-year concession agreement with two five-year extensions between King County and Go Ape Cougar-Squak LLC for construction and operation of a treetop adventure course by Go Ape Cougar-Squak LLC.

STATEMENT OF FACTS:

1. The Parks Business Plan directs the parks and recreation division of the department of natural resources and parks to work in partnership with organizations to provide new recreational amenities that generate revenue for parks.

2. Go Ape Cougar-Squak LLC ("Go Ape") is an experienced, world-wide provider of treetop adventure courses, and since 2009, has successfully developed and operated facilities on publicly owned land in twelve states.

3. King County supports Go Ape's desire to construct and operate a new outdoor recreation facility in King County to provide a regional venue for King County residents to participate in outdoor recreational activities, and engage in environmental education and personal development programming.

4. Go Ape is committed to supporting underserved and special needs communities, particularly for youth, to experience nontraditional outdoor recreation activities, improve leadership efficacy and provide forest ecology and environmental stewardship education.

5. King County and Go Ape desire to enter into a ten-year concession agreement with two five-year extensions that will authorize Go Ape to construct and operate the treetop adventure course described in Attachment A to this ordinance at Cougar-Squak Corridor park, located in Issaquah, which will provide the parks and recreation division with long-term revenue.

6. Go Ape will bear the full cost and expense of developing and operating the new recreational facility, with an estimated capital investment of approximately nine hundred thousand dollars, in accordance with the terms of Attachment A to this ordinance.

BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

SECTION 1. The King County executive is hereby authorized to enter into a concession agreement between the King County parks and recreation division and Go Ape Cougar-Squak LLC, substantially in the form of Attachment A to this ordinance, for

Go Ape Cougar-Squak LLC to construct and operate a treetop adventure course on property at Cougar-Squak Corridor park.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

_____

J. Joseph McDermott, Chair

ATTEST:

_____

Anne Noris, Clerk of the Council

APPROVED this _____ day of _____, _____.

_____

Dow Constantine, County Executive

Attachments: A. Concession Agreement

[Blank Page]

CONCESSION AGREEMENT
Between
King County Parks and Recreation Division
and
Go Ape Cougar-Squak LLC

THIS CONCESSION AGREEMENT ("Agreement") is made and entered into by and between King County (the "County" or "King County"), a home rule charter county and political subdivision of the State of Washington, through the King County Parks and Recreation Division, and **Go Ape Cougar-Squak LLC** ("Concessionaire") (collectively, the "Parties"), a limited liability corporation organized under the laws of the State of Washington and having its usual place of business at 241 East 4th Street, Suite 105, Frederick MD 21701.

Recitals

A. King County is the owner and operator of the Cougar Squak Corridor Park (parcel numbers 062306-9052 and 062306-9031), located at 10610 Renton-Issaquah Road SE, Issaquah, Washington, 98072 (the "Park"). Prior to acquisition by King County on January 28, 2014, the Park was known as the Issaquah Highlands Recreational Club.

B. Concessionaire is an experienced treetop adventure course provider, and through related business entities has successfully developed and operated twelve similar recreational facilities in partnership with municipal and state parks departments throughout the United States since 2009.

C. Concessionaire has the demonstrated experience, ability, and resources to develop and operate a treetop adventure course facility for public use.

D. King County has determined that constructing such a facility will have significant public recreational value and will provide financial support to the Parks and Recreation Division for county wide operations, and for planned Park infrastructure improvements, such as an Americans with Disabilities Act ("ADA") accessible restroom facility and additional parking.

E. Pursuant to Chapter 4.57 King County Code ("KCC"), the Parks and Recreation Division of the Department of Natural Resources and Parks, an agency of King County, is authorized to enter into concession agreements on behalf of King County.

F. Allowing Concessionaire to develop certain mutually-agreed upon improvements, including a treetop adventure course, and a small modular office in the Park for operational purposes, will provide a significant public recreation amenity.

THEREFORE, in consideration of the mutual agreements herein contained, the Parties do hereby agree as follows:

1. PARK. County is the owner and operator of the Park, as shown in **Exhibit A,** where Concessionaire's business shall be located.

2. FACILITY. "Facility," means the treetop adventure course, consisting of zip lines, elevated swings, obstacles and walkways, related tree canopy infrastructure installed by Concessionaire, and ADA accessible modular office installed and operated by Concessionaire,

and the property containing the adventure course, and other infrastructure, located within the Park, as shown in **Exhibit B**, including any trade fixtures or personal property listed therein. These items shall be included within the meaning of Facility unless specifically excluded. "Facility" shall also include a youth-oriented adventure course if subsequently developed pursuant to Section 5.A.1.

3. GROUNDS. "Grounds" means the real property, personal property, including landscaping, trees, an ADA accessible restroom facility, a dedicated Facility parking area, and general public parking, owned, operated, and maintained by the County, depicted in **Exhibit B**.

4. COMMON AREA. "Common Area" means the area within a ten (10) foot perimeter around and below the footprint of Facility related structures, in which park users, Concessionaire customers and employees, and County employees have access.

5. USE.

   A. Facility. Concessionaire shall design, construct and operate the Facility on the Grounds, as set forth in this Agreement. During the Term of this Agreement, Concessionaire shall not use the Facility for any other purpose than that shown on **Exhibit D** without prior written consent of the County's Liaison.

      1. Youth-Oriented Adventure Course. Subject to the County's written consent, and on such additional or amended Agreement terms and conditions as the County may require, during the Term (as defined in Section 7) Concessionaire may, as part of the Facility and at its sole cost and liability, design, construct and operate a youth-oriented adventure course, as generally depicted on **Exhibit B**.

   B. Common Area. Concessionaire and its authorized representatives and invitees shall have the nonexclusive right to use the Common Area with others who are entitled to use the Common Area, subject to the conditions of this Agreement.

      1. Maintenance and Management. Except as provided in Section 5.B.2, County shall maintain and manage the Common Area, with the assistance of Concessionaire, in accordance with Section 17.C. Concessionaire agrees to conform to all County rules and regulations pertaining to the Common Area.

      2. Modular Office. Within the Common Area, Concessionaire shall have exclusive use of the small modular office, airspace and fenced-in course areas within the Common Area, in accordance with Section17.A.

   C. Park Access and Restrooms. Concessionaire and its visitors, guests, invitees, employees, agents and contractors may enter and exit the Park and access the Facility at all times the Park is open to the public. Concessionaire, its patrons, invitees, employees, agents and contractors may use public restroom facilities at the Park when such facilities are open and available to the public.

6. SERVICES, MERCHANDISE, AND PRICING. Concessionaire is authorized to provide only those goods and services set forth, and at the prices specified in **Exhibit D**. Concessionaire shall have ready for sale all services and articles shown in **Exhibit D** sufficient to satisfy the reasonably foreseeable demand of patrons during operating hours and days of operation. For the duration of this Agreement, Concessionaire shall be

required to obtain the consent of the County for any change in the prices of the goods or services if such increase shall: (1) exceed ten percent (10%) of the current price of such goods or services, or (2) occur within twelve (12) months of a prior price increase.

7. EFFECTIVE DATE; TERM; EXTENSION.

A. Effective Date. This Agreement shall be effective upon signature by both Parties ("Effective Date").

B. Term. The term ("Term") of this Agreement shall commence on the Effective Date and shall remain in force and effect until the tenth (10th) anniversary of the date that Concessionaire opens for business at the Facility (said date to be confirmed by the Parties and attached to this Agreement as **Exhibit H**), unless sooner terminated or extended.

C. Extension(s). Subject to the terms and conditions of this Agreement, the Term may be extended for two (2) successive five (5) year periods, PROVIDED that Concessionaire is not in default of any of the terms and conditions of this Agreement beyond the expiration of any applicable grace or cure period. The Term shall be deemed extended as allowed under this Section, unless one party notifies the other in writing not less than one-hundred-eighty (180) days prior to the expiration of the Term or expiration of the first extension period, as applicable, that this Agreement shall not be extended. All of the terms and conditions of this Agreement as it may be amended from time to time shall apply during any extension period.

8. CONTRACT FEES; PAYMENT.

A. Contract Fees. For the period beginning on the Effective Date through the end of the calendar year, Concessionaire shall pay to County a percentage (%) of Gross Receipts, pursuant to the table in Section 8.A.3. Through the remainder of the Term, Concessionaire shall pay to County on an annual basis, the *greater of* the Annual Minimum, as set forth in Section 8.A.1, or the percentage ("%") of Gross Receipts, pursuant to the table in Section 8.A.3.

1. "Annual Minimum" means the annual minimum payment Concessionaire shall remit to County during the Term of this Agreement. The Annual Minimum shall be TWENTY-THOUSAND DOLLARS ($20,000), and shall be increased annually by 100 percent of the Seattle-Tacoma-Bremerton Consumer Price Index, All Items, 1982-84=100 for All Urban Consumers ("CPI"). For clarity, and to illustrate the calculation of annual CPI increases on the Annual Minimum: CPI for December 2016 would be used to calculate the Annual Minimum value for 2018; CPI for December 2017 would be used to calculated the Annual Minimum value for 2019; and so forth.

2. "Gross Receipts" means the Concessionaire's total receipts from operating the Facility in the Park, excluding only:

a. Refunds or credits given to Concessionaire's customers, including for example, amounts for defective or unsatisfactory goods or services, provided that the refund or credit must not exceed the sale price of the goods or the charges for the services;

b. Washington State sales tax and/or business and occupation tax imposed directly on Concessionaire in respect to the supply of goods and services

referred to in this Agreement and actually paid by the Concessionaire to the taxing authorities.

3. For purposes of determining the contract fee in Section 8.A, the percentage of Gross Receipts shall be as follows:

When annual total receipts are:	Gross Receipts % payable to County is:
< $800,000	3.0%
>= $800,000 - $900,000	5.0%
> $900,000 - $1,000,000	7.0%
> $1,000,000 - $1,200,000	8.0%
> $1,200,000 - $1,500,000	10.0%
> $1,500,000 - $1,750,000	12.0%
> $1,750,000	15.0%

B. Timing and Structure of Payments. Concessionaire shall remit the contract fee to County, plus any leasehold excise tax on the contract fee (currently 12.84%) imposed under chapter 82.29A RCW, each calendar year during the Term of this Agreement on or before December 15. Concessionaire shall submit with each payment a signed statement, in the form of the Gross Receipts Report attached hereto as **Exhibit G**, attesting to the total receipts for the particular payment. Concessionaire shall make the payment of the total contract fees and leasehold excise tax payable to King County Parks and shall deliver the quarterly payment and reporting forms to:

KING COUNTY PARKS
Attention: Regional Scheduling
201 S. Jackson Street, #700
Seattle, Washington 98104

C. Late Payments. There will be a collection charge of FIFTY DOLLARS ($50.00) for any late payment. In addition, ONE HALF OF ONE PERCENT (.05%) per month interest will be charged for any delinquent payment not delivered to the County by the tenth (10th) of the following month.

9. TAXES AND ASSESSMENTS; LEASEHOLD EXCISE TAX. Concessionaire shall pay on a current basis all taxes or assessments levied on its activities, except that Concessionaire shall have the right to contest any such tax or assessment. Concessionaire shall not be deemed to be in default as long as it shall in good faith be contesting the validity or amount of any such tax or assessment. Except with respect to leasehold excise taxes, Concessionaire shall be responsible for collecting and remitting any amounts owed pursuant to this section. Any statutory leasehold excise tax imposed pursuant to Chapter 82.29A RCW shall be paid directly to the County in accordance with Section 8.B. If Concessionaire seeks an exemption from the application of leasehold excise tax, it shall provide proof of exemption from the Washington State Department of Revenue on or prior to the Effective Date. Concessionaire agrees for itself, its successors, and assigns to defend, indemnify and hold harmless the County, its appointed and elected officials, and employees

from and against liability for any costs or claims for unpaid taxes and assessments owed by Concessionaire.

10. UTILITIES. Concessionaire shall be responsible for all cost associated with installing, connecting or relocating utilities or services, including inspection of the same, for purposes of operating its business in the Park, except that the County shall provide a telephone line stub-out on the Grounds. Concessionaire shall pay all charges for each utility or service provided to the Facility, (including, but not limited to, heat, light, water, electrical, telephone service, garbage collection and data lines) so that the same shall not become a lien against the Facility, the Grounds or the Park. Concessionaire shall pay such charges when due, to the provider of such utility or service or, to the extent Concessionaire connects to County's existing utilities and/or services for any utilities or services, directly County at County's election.

11. SECURITY AND DAMAGE DEPOSIT. The Concessionaire shall deposit with the County the sum of SEVEN-THOUSAND-FIVE-HUNDRED DOLLARS ($7,500.00) as a security and damage deposit ("Security Deposit") for the payment of contract fees and taxes and any damages to the Park for which the Concessionaire is responsible and for any restoration or cleaning of the Park that the Concessionaire has not completed when the Concessionaire vacates. Within sixty (60) days after termination of the use and vacation of the Park the County will return any portion of the Security Deposit due the Concessionaire. The Concessionaire understands and agrees that unless paid by the Concessionaire, amounts may be deducted from the Security Deposit for damage and cleaning at the time of Concessionaire's vacation of the Park in excess of the Security Deposit if any amount remains in the Security Deposit after subtraction for contract fees and taxes owing; PROVIDED County shall give Concessionaire written notice detailing any such damage and Concessionaire shall have fifteen (15) business days to cure such damage. The Security Deposit need not be held in any special account and no interest will be paid thereon.

12. MAINTENANCE OF RECORDS AND INSPECTIONS. Concessionaire shall keep: accurate books and accounts of all matters on which contract fees and other payments are computed and ascertained; and all records regarding compliance with the nondiscrimination regulations and requirements referenced in Sections 41-44. Such books, accounts and records shall be retained, open, and available for inspection by the County upon forty-eight (48) hours' written notice during the Term of this Agreement, and not less than six (6) years after its expiration or termination.

13. CONDITION OF GROUNDS AND CONSTRUCTION DEFECTS. Concessionaire has inspected and knows the condition of the Grounds, and it is understood and agreed that the Grounds are taken on an "as is" basis without any obligation on the part of the County to make any changes, improvements, or to incur any expenses whatsoever to prepare, repair, or alter the Grounds to facilitate Concessionaire's construction of the Facility, other than those specifically required by this Agreement. County shall not be liable to the Concessionaire for claims or damages arising from any defect in the construction of or the condition of the Grounds at the time Concessionaire assumes occupancy, whether known or unknown, or for damage by storm, rain, or leakage or any other occurrence.

14. CONCESSIONAIRE IMPROVEMENTS AND ALTERATIONS TO THE GROUNDS.

A. Facility. Concessionaire shall design, develop, and construct Facility features and amenities in accordance with all applicable design(s), timelines, restrictions, environmental considerations, permitting determinations, and mitigations. All such activities and improvements shall be performed by Concessionaire at its sole expense and liability.

B. Design. Concessionaire shall submit to the County for its review, comment and approval, detailed design and construction plans and specifications for Concessionaire's proposed Facility, including any proposed improvements to the Grounds (collectively the "Plans"), all of which shall meet or exceed applicable guidelines and standards established by Association for Challenge Course Technology ("ACCT").

Notwithstanding anything contained herein to the contrary, in the event that County does not approve the Plans or if County requests material or substantive changes to the Plans which Concessionaire does not agree with, then Concessionaire may terminate this Agreement, and the Security Deposit and all monies paid by Concessionaire to the County's Parks and Recreation Division will be returned, and neither party will have any liability under this Agreement.

1. Concessionaire shall provide County with a copy of all proposed changes to the approved Plans for County review, comment and approval.

2. County's review of and comment on the Plans for the Facility shall not relieve Concessionaire of its responsibility for the Facility design. Concessionaire shall have sole responsibility for design of the Facility. In addition, Concessionaire acknowledges and agrees that County's review, comment, disapproval, approval, or acceptance of any designs, plan specifications, or work plans relating to the Facility:

   a. Exist solely for the benefit and protection of County and its employees and agents;

   b. Do not create or impose on County or its employees and agents any standard or duty of care towards Concessionaire, all of which are hereby disclaimed;

   c. May not be relied on by Concessionaire in determining whether Concessionaire has satisfied all applicable standards and requirements; and

   d. May not be asserted, nor may the exercise or failure to exercise any such rights by County and its employees and agents be asserted against County or its employees and agents by the Concessionaire as a defense, legal or equitable, to Concessionaire's obligation to fulfill such standards and requirements, notwithstanding any approval of plans or construction by County or its employees or agents.

C. Permits. Following receipt of County's approval, pursuant to Section 14.B, Concessionaire shall apply for and secure all necessary permits through the King County Department of Permitting and Environmental Review, and such other agencies as may be required to be obtained in connection with design, development and construction of the Facility.

D. Construction. Concessionaire shall be entitled to exclusive possession and use of that portion of the Park designated for development and construction of the Facility during

the design, development, and construction phases, subject to the County's entry, inspection, and audit rights under Sections 12, 30, and 35 of this Agreement. This right of exclusive possession and use by Concessionaire shall be provided in writing. Concessionaire shall ensure the work area is properly restricted, and shall ensure that signage is installed directing unauthorized persons not to enter onto the construction site during any phase of development or construction. Unless otherwise agreed by the Parties in writing, fencing will be placed around the construction staging areas. In addition, construction sites will be kept clean and organized during development periods. Concessionaire will be responsible for site security, traffic, and pedestrian warnings at the Facility during the development and construction phases. Concessionaire shall indemnify and hold the County harmless for any claims, demands, suits and judgments, including costs of defense thereof for injury to persons, death or property damage during the design, development and construction phase in accordance with Section 24.

E. Post Construction Alterations or Improvements. After completion of construction of the Facility, Concessionaire shall make no alterations or improvements to or upon the Grounds, or install any fixtures (other than trade fixtures which can be removed without injury to the Grounds) without prior written notification to the County, excepting only those emergency alterations or improvements deemed necessary by Concessionaire for which Concessionaire shall notify County in a timely manner. In the event that any request is submitted and the County does not respond by approving, denying or requesting more information within ten (10) business days after such request then the County shall be deemed to have approved such request. The alterations or improvements will be at Concessionaire’s sole cost and approval may be conditioned on inspections and approval of improvements by the County, supplying as-built drawings, and other reasonable requirements imposed by the County.

F. Ownership of On-Ground Improvements Upon Expiration or Termination. Unless otherwise stipulated in writing by the Parties, all on-ground improvements or alterations, including modular structures installed and operated by Concessionaire, shall, upon expiration or earlier termination of this Agreement, belong to the County. However, the County shall have the option, to be exercised on expiration or earlier termination of the Agreement, to require the Concessionaire, at Concessionaire's expense, to remove any or all such improvements or alterations and to require Concessionaire to return the property to its original condition as reasonably practicable taking into account the nature of the improvements or alterations which were installed for the adventure course.

G. Professional Service Contractors and Contractor Indemnification and Hold Harmless. Concessionaire will require its professional service contractors, construction contractors and subcontractors to defend, indemnify and hold King County, its officers, officials, employees, and volunteers harmless from any and all claims, injuries, damages, losses, or suits including attorney’s fees and costs, arising out of or in connection with the design, development, and construction of the Facility (hereinafter “Design and Construction Phase”), except for injuries and damages caused solely by the gross negligence or willful misconduct of King County, its agents, contractors and their employees. In the event it is determined that RCW 4.24.115 applies to this Agreement, the Concessionaire agrees to defend, hold

harmless, and indemnify King County to the maximum extent permitted thereunder, and specifically for its negligence concurrent with that of King County to the full extent of their negligence. Concessionaire agrees to defend, indemnify, and hold harmless the County for claims by Concessionaire employees and agrees to waiver of its immunity under Title 51 RCW, which waiver has been mutually negotiated by the Parties.

H. Commercial General Liability Insurance. Concessionaire will require its professional service contractors, construction contractors to procure and maintain, for the duration of construction of the Facility and a for a period of at minimum three (3) years following project completion, insurance against claims for injuries to persons or damage to property, which may arise from or in connection with the performance of the work hereunder by the construction contractors and subcontractors, their agents, representatives, or employees. All said policies will name King County as an additional insured to include premises operations and products-completed operations for a period of at minimum three (3) years from project completion and will include a provision prohibiting cancellation or reduction in the amount of said policies except upon forty-five (45) days prior written notice to Parks. Concessionaire will require its construction contractors to maintain minimum commercial general liability insurance limits of no less than THREE MILLION DOLLARS ($3,000,000) each occurrence; THREE MILLION DOLLARS ($3,000,000) general aggregate and a THREE MILLION DOLLARS ($3,000,000) products-completed operations aggregate limit; business automobile coverage for a limit of not less than ONE MILLION DOLLARS ($1,000,000) combined single limit per occurrence; workers' compensation coverage as required by the Industrial Insurance Act of the State of Washington; and Employers Liability/Stop Gap coverage in the amount of ONE MILLION DOLLARS ($1,000,000).

I. Builder’s Risk Insurance. Concessionaire will require its construction contractors to procure and maintain, for the duration of the Construction Phase of the Facility, builder's risk insurance covering interests of the Concessionaire, King County and the construction contractor in the work. Builders risk insurance will be in the amount of the completed value of the Facility with no coinsurance provisions. Builder's risk insurance will be on an all-risk policy form and will insure against the perils of fire and extended coverage and physical loss or damage including flood and earthquake, theft, vandalism, malicious mischief, collapse, temporary buildings, and debris removal. Builder's risk insurance covering the work will have a deductible of no more than FIVE THOUSAND DOLLARS ($5,000) for each occurrence, which will be the responsibility of the construction contractor. Higher deductibles for flood and earthquake perils may be accepted by County upon written request by Concessionaire and written acceptance by County. Any increased deductibles accepted by County will remain the responsibility of the construction contractor. Builder’s Risk insurance will be maintained until final acceptance of the work by Concessionaire and County.

J. Professional Errors and Omissions. Concessionaire must require its professional service providers to carry professional liability errors and omissions insurance in an amount of not less than THREE MILLION DOLLARS ($3,000,000) per claim/aggregate. Concessionaire must require its professional service providers to provide copies of all insurance certificates or insurance policies to County prior to the initiation of work on the project.

K. Subcontractors and Subconsultants. Concessionaire will require its construction contractors during the Design and Construction Phase to include all subcontractors and subconsultants as insured under its policies or will furnish separate certificates and endorsements for each subcontractor or subconsultant. All coverage for subcontractors and subconsultants will be subject to all of the same insurance requirements as stated herein for the construction contractor.

L. Insurance Coverage Type and Duration. Each insurance policy must be written on an "occurrence" form; except that insurance on a "claims made" form may be acceptable with prior approval by the King County Office of Risk Management. If coverage is approved and purchased on a "claims made" basis, Concessionaire warrants continuation of coverage, either through policy renewals or the purchase of an extended discovery period, for not less than three (3) years from the date of contract termination or expiration, and/or conversion from a "claims made" form to an "occurrence" coverage form.

M. Verification of Coverage. Concessionaire will furnish County with original certificates and a copy of the amendatory endorsements, including but not necessarily limited to the additional insured endorsement, evidencing the commercial general liability insurance of the construction contractor before commencement of the work. Before any exposure to loss may occur, Concessionaire will file with County a copy of the builder's risk insurance policy that includes all applicable conditions, exclusions, definitions, terms, and endorsements related to work under this Agreement.

N. Acceptability of Insurers. Unless otherwise approved by County, the following provisions apply exclusively during the Design and Construction Phase:

1. Insurance is to be placed with insurers with a Best's rating of no less than A:VIII, or, if not rated by Best's, with a rating in one of the two highest categories maintained by Standard & Poor's Rating Group and Moody's Investor Service.
2. If at any time any of the foregoing policies fail to meet the above minimum standards, then Concessionaire will, upon notice to that effect from King County, promptly obtain a new policy, and submit the same to County with certificates and endorsements, for approvals.
3. The required liability insurance policies (except Workers Compensation) are to be endorsed to:
    a. Name “King County, its officers, officials, agents and employees” as additional insured with respect to use of the Site as outlined in this Agreement (Form CG 2026 or its current equivalent); Coverage shall include premises operations and products-completed operations and shall extend for a period of three (3) years after project completion;
    b. Such coverage shall be primary and non-contributory insurance as respects King County;
    c. State that Concessionaire's or its contractor's insurance shall apply separately to each insured against whom claim is made or suit is brought except with respect to the limits of the insurer's liability;

d. State that coverage shall not be suspended, voided, canceled, reduced in coverage or in limits except after forty-five (45) days prior written notice to King County.

O. Waiver of Subrogation. Concessionaire will cause its contractors and subcontractors and their insurance carriers to release and waive all rights of subrogation against King County during the Design and Construction Phase to the extent a loss is covered by property insurance in force. Except as otherwise provided in Section 14 of this Agreement, Concessionaire hereby releases from liability and waives all right of recovery against King County for any loss from perils insured against or under the respective fire insurance policies of its contractors, subcontractors, or any of them, including any extended coverage endorsements thereto; provided, that this provision shall be inapplicable if it would have the effect of invalidating any insurance coverage of Concessionaire or County.

P. Insurance Provisions Are Material Terms. By requiring such minimum insurance as described in this Section, County shall not be deemed or construed to have assessed the risks that may be applicable to Concessionaire under this Agreement. Concessionaire shall assess its own risks and, if it deems appropriate and/or prudent, maintain greater limits and/or broader coverage. Nothing contained within this Section shall be deemed to limit the scope, application, and/or limits of the coverage afforded by the policies specified herein, which coverage will apply to each insured to the full extent provided by the terms and conditions of the policies. Nothing contained within this Section shall effect and/or alter the application of any other provision contained within this Agreement. Failure by Concessionaire, its agents, employees, officers, and/or subcontractors to comply with these insurance requirements shall constitute a material breach of this Agreement.

15. COUNTY IMPROVEMENTS TO THE GROUNDS.

A. Restroom. Prior to the date Concessionaire opens for business, the County shall install an on-site, ADA compliant restroom facility within five hundred (500) feet of the modular office operated by Concessionaire at the Facility. Concessionaire shall contribute TWENTY-FIVE THOUSAND DOLLARS ($25,000) towards the installation cost of the restroom facility. Concessionaire shall be under no obligation to make the contribution until Concessionaire has obtained all licenses and permits to operate the treetop adventure course and the County has issued final approval of all design plans.

B. Parking. Prior to the date Concessionaire opens for business, County shall improve parking at the Park for use by Facilities patrons and employees to accommodate a minimum of thirty-five (35) parking spaces for the treetop adventure course. If Concessionaire constructs a youth oriented adventure course, County shall install an additional ten (10) parking spaces upon completion of the adventure course. The total cost of all parking improvements by the County shall not exceed ONE HUNDRED THOUSAND DOLLARS ($100,000) during the Term.

16. SIGNS. No sign, advertisement, notice, or other lettering will be exhibited, inscribed, painted, or affixed by Concessionaire on any part of the Grounds or Facility without the prior written consent of the County, provided that such consent shall not be unreasonably withheld. County's consent shall not be required for course-related and directional signage

necessary to operate the Facility that is pre-approved in advance by County for subsequent posting in the Park, Grounds, or Facility. If Concessionaire violates the provisions of this Section, County may remove the sign without any liability and may charge the expense incurred by such removal to Concessionaire provided, however, County shall give Concessionaire written notice of Concessionaire's violation and Concessionaire shall have forty-eight (48) hours after receiving said notice to comply with the terms of this Section. County shall be responsible for signage identifying the Facility at the Park entrance. All signs erected or installed by Concessionaire shall be subject to any federal, state or local statutes, ordinances or regulations applicable to signs.

A. Interpretive Signage. In consultation with the County, Concessionaire shall produce and install interpretative signage for the Facility informing patrons about the ecological value and cultural history of the Park.

17. MAINTENANCE.

A. Duty to Maintain. Concessionaire shall throughout the Term of this Agreement, and without cost or expense to the County, keep and maintain the Facility and all improvements, fixtures, modular office and equipment which may now or hereafter exist thereon, in a neat, clean, and sanitary condition and shall, except for reasonable wear and tear. The Concessionaire shall at all times preserve the Facility in good and safe repair. In addition, Concessionaire shall conduct regular inspections of the Facility in accordance with subsection D below, to ensure that there are no defects or damage to the Facility and that it remains in good working order. Maintenance, inspection and repair of the Facility are the sole responsibility of the Concessionaire.

B. Reports. Concessionaire shall provide written reports of the maintenance and inspection of the Facility in compliance with this Section. If Concessionaire fails to provide written reports showing compliance or reports show noncompliance with the maintenance and inspection requirement of this Section, the County may suspend this Agreement and deny Concessionaire permission to operate the Facility until such repairs or maintenance are made by Concessionaire.

C. Common Area. Concessionaire shall maintain the Common Area by picking up trash, litter, and waste created by Concessionaire’s business.

D. Annual Inspections. Concessionaire shall, on an annual basis, engage an ACCT certified professional and a Washington State certified arborist to conduct thorough and complete inspections of the Facility, and provide proof of the annual inspections and proof that the Facility remains in good working order and safe for the intended use. Concessionaire shall provide reports and copies of such reports to the County. Annual inspections are the sole responsibility of the Concessionaire.

E. Restrooms. County reserves the right to require Concessionaire to provide additional portable restrooms based on Facility attendance. Portable restrooms may not block any Park signs, roads, paths or trails.

F. Janitorial Service. Concessionaire shall not cause any unnecessary labor by the County by reason of Concessionaire’s carelessness or indifference in the preservation of good order and cleanliness of the Grounds, Common Area or the Facility. Concessionaire will provide all necessary cleaning products for operation of the Facility.

G. Trash and Waste. County shall provide all trash containers necessary for Concessionaire's operation. Concessionaire and its employees shall collect trash, litter, and waste created by its business daily, and dispose of the same in a covered and secured dumpster that shall be maintained by the County. Concessionaire shall assist with waste removal in the Park by picking up trash within a ten (10) foot perimeter around or below the footprint of the Facility.

H. Pest Extermination. Concessionaire may use and apply pesticides on installed Facility related infrastructure and Facility buildings, provided, that Concessionaire shall comply with all King County, Federal, State and local laws, rules and regulations regarding pesticides. Concessionaire shall consult County, and County's prior approval shall be required before Concessionaire may utilize termite or pest extermination services on trees or landscaping in the Park.

I. Time of Repairs and Maintenance. Concessionaire shall carry out Concessionaire's permitted repair, maintenance, alterations, and improvements on the Grounds and Facility in a manner which will not interfere with the rights of other users of the Park, including, but not limited to, the County's employees.

J. Volunteer Projects. Concessionaire shall conduct volunteer projects to remove invasive species and restore native plants in the Park. Concessionaire shall schedule and coordinate such projects under the direction of the Parks Division's Volunteer Coordinator and the County's Liaison.

18. CONCESSIONAIRE'S OPERATING HOURS.

A. Facility Operating Hours. Concessionaire shall be open for business at times mutually agreed upon by the Parties, as set forth in **Exhibit D** attached to this Agreement. Concessionaire will be allowed into the Grounds for set-up not less than thirty (30) minutes prior to Park's operating hours and will be allowed to remain on the Grounds for closing and clean-up of the Facility not less than thirty (30) minutes after Park's operating hours. Concessionaire operating hours shall be posted on or adjacent to the Facility. Concessionaire shall secure the high ropes adventure course by appropriate means from third party damage or interference when not being used by Concessionaire. Upon close of business each day, Concessionaire shall ensure that Facility doors, ladders, ropes, elevated elements, are closed, locked, or otherwise secured before leaving the Grounds, and shall further ensure that all water faucets, electrical appliances and equipment are entirely shut off before Concessionaire or Concessionaire's employees leave the Facility. Concessionaire shall be solely responsible for any damage to the Facility, Grounds or Park caused by a failure to comply with this subsection.

B. Special Events. "Special Events" shall mean those events in the Park that either require a Special Use Agreement or are permitted by existing contractual agreements between the County and third parties. During Special Events, Concessionaire shall be open for business as negotiated with the County's Liaison. Concessionaire will be allowed into the Park for set-up one (1) hour before a Special Event starting time and will be allowed to stay in the Park for closing and clean-up of the Facility not less than one (1) hour after the conclusion of such Special Event, unless other arrangements have been make with the County's Liaison. Notwithstanding anything

contained in this Agreement to the contrary, County shall not schedule Special Events that impair Concessionaire's ability to operate the Facility more than twice a year.

C. County Authority to Set Park Operating Hours and Close Park. Notwithstanding any other provision of this Agreement, County reserves the right to decide, in its sole discretion, the Park's operating hours. Concessionaire shall adjust its hours of operation accordingly and the County shall not be liable for damages to Concessionaire, its employees or agents as a result of any change in the Park's operating hours. County shall issue an annual schedule of operations for the Park and shall provide that schedule to Concessionaire thirty (30) days before the start of the subject year. The County shall make reasonable efforts to give Concessionaire sixty (60) days' notice of any change to the then-current schedule. Notwithstanding anything contained herein to the contrary, County shall use reasonable efforts to keep the Park open so that Concessionaire may be open for business for a minimum of eight (8) hours a day during non-peak and holidays and a minimum of ten (10) hours a day during the months of June, July and August.

The County reserves and retains the right to close the Park or any portion thereof immediately in case of an emergency. In the event of any such emergency, County will use its best efforts to open the Park or any such portion thereof that was closed as soon as reasonably practicable. The County shall not be liable for damages to Concessionaire, its employees or agents as a result of such closure.

19. OPERATION OF FACILITY. Concessionaire shall keep the Facility open and use the Facility to transact business with the public in accordance with Section 18 and **Exhibit D, except when weather and lack of demand causes a burden on the Concessionaire to remain open**. Subject to the prior written approval of the County, the Concessionaire may close the Facility or any portion thereof for a reasonable period for repairs or remodeling, for taking inventory, or to accommodate the construction by the County of public improvements, provided that a written notice of such impending closure is posted by Concessionaire in a conspicuous place at the Facility for at least one (1) week immediately prior to the closure date. Concessionaire may close the Facility or any portion thereof for a reasonable period in an emergency without the approval of the County. County reserves the right, without assuming liability or duty of care, to close the Facility or any portion thereof for a reasonable period in an emergency, or in the case of an event which would cause imminent harm to a person, without the approval of Concessionaire.

A. Community Outreach and Education. Concessionaire shall: (1) endeavor in good faith to secure third-party partner(s) to provide outdoor and environmental education curricula for youth at the Facility, and offer discounted Facility access to underserved youth groups during the summer months; and (2) provide annually five-hundred (500) complimentary treetop adventure experiences to underserved community groups and not-for-profit organizations located within King County.

20. ACCESS TO FACILITY DURING NON-OPERATING HOURS. During hours the Park is not open to the public, the County may refuse the Concessionaire, its representatives, agents or employees, access to the Facility unless it is an emergency or the person seeking access has received permission to enter from the County or its Liaison. The County shall in no case be liable for damages for any error with regard to the admission to or exclusion from the Facility of any person. In case of invasion, mob, riot, public excitement, or other

commotion or any structural damage from any cause whatsoever, the County reserves the right to prevent access to all or part of the Park, the Grounds, the Common Area, or the Facility, in its sole discretion, in order to protect the public health, safety, or welfare. However, nothing in this Agreement shall obligate the County to provide security or to protect the Facility or its contents at any time, or to monitor access to it.

21. CONCESSIONAIRE'S CONDUCT

A. Standards. Concessionaire recognizes that, although it is operating its business as an independent operator for profit, the County is a provider of park and recreation facilities for the use and enjoyment of the general public. The Concessionaire, its agents and employees will devote their efforts toward rendering courteous service to the public as though they were employees of the County, with a view of enhancing the enjoyment of the patrons of this recreational facility.

Concessionaire shall operate and conduct services at the Facility in a safe, environmentally sound, and businesslike manner, and will not permit any acts or conduct on the part of the Concessionaire's employees that would be detrimental to the County's operation of the Park. Concessionaire's employees shall be persons of good moral character and shall be neat and clean in appearance.

B. Emergency Information. Concessionaire must provide the County with names and telephone numbers to contact in case of emergency. Concessionaire must fill out an emergency information sheet and return it to the County's point of contact. The completed emergency information form shall be incorporated into this Agreement as **Exhibit E**.

C. Access. The exits, entrances, pathways, trails, and roadways shall not be obstructed by the Concessionaire or used by them for any purpose other than for ingress to and egress from the Facility during business hours. This includes obstructing entrances, exits, and pathways with furniture, trash or deliveries that could be construed as unsightly or unsafe.

D. Locks and Keys. To provide the Fire Department access to the Facility in case of an emergency, Concessionaire will provide, at its sole expense, a spare key in a Knox Box mounted next to the side entry door on the outside wall of the Facility office location.

E. Deliveries and Moving Materials within Facility. Concessionaire's initial move in and subsequent deliveries of bulky items, such as furniture, safes and similar items, unless otherwise agreed in writing by the County, will be made at times with the least impact on park users. No deliveries shall be made which impede or interfere with other park users. Concessionaire shall be solely liable for any and all damage resulting from the above activities. County and Concessionaire will mutually agree on designating a restricted loading zone for delivery truck access to the Facility.

F. Unapproved Equipment. Concessionaire shall not install, operate or maintain, in, on or around the Grounds or Facility, any electrical equipment which does not pass a State Electrical Inspection, or which would overload the electrical system or any part thereof beyond its capacity for proper, efficient and safe operation, taking into consideration the overall electrical system and the present and future requirements for the Facility. Concessionaire shall not furnish any cooling or heating to the Facility,

including, without limitation, the use of any electronic or gas heating devices, fans or space heaters, without the County's prior written approval.

G. Fire Regulations. Concessionaire will comply with all applicable fire regulations. Concessionaire also shall provide the County with the name(s) of a designated responsible employee to represent Concessionaire in all matters pertaining to fire regulations. Concessionaire shall supply and have easily accessible at least one (1) fully charged fire extinguisher at the Facility, or as may otherwise be required by applicable fire codes, laws, and regulations.

H. Health Regulations. Concessionaire will comply with all applicable Federal, State, County and Local Health and Sanitation Department regulations. Further, the Concessionaire shall fully comply with the King County Food Code, including any requirement to obtain a valid permit to operate a food-service establishment issued to such person by Public Health Seattle & King County and the requirement to submit properly prepared plans and specifications to Public Health Seattle & King County for its plan approval. Concessionaire is solely responsible for determining the applicable regulatory requirements and maintaining compliance. Concessionaire shall provide King County a copy of all required Health Permits **BEFORE** the Concessionaire begins operations.

I. Nuisance. Concessionaire shall not use, keep or permit to be used or kept any noxious gas or substance at the Facility, or permit or suffer the Facility to be occupied or used in a manner that is offensive or objectionable to the County or other occupants of the Facility by reason of noise, odors and/or vibrations, or interfere in any way with other Concessionaires or those having business at the Facility, the Common Area, the Grounds, or the Park. Concessionaire shall not make or permit to be made any disturbing noises or disturb or interfere with Park users of this or neighboring buildings or premises, or with those having business with such occupants by the use of any musical instruments, radio, phonograph, unusual noise, or in any other way except with prior written notice.

J. Communication Service. Concessionaire understands and agrees that broadband service may not be available in the vicinity of the Park. Concessionaire is solely responsible for securing the requisite broadband, phone, or internet service(s) necessary to operate the Facility.

K. Non-Smoking Facility. The Park is a non-smoking, tobacco-free facility. Concessionaire shall prohibit smoking and use of tobacco products and/or E-cigarettes in the entirety of the Facility.

L. Concessionaire Advertising. Concessionaire may use the name of the Park in connection with or in promotion or advertising the business of Concessionaire. Flyers, brochures, and other materials promoting Concessionaire's business will be allowed at the Park with prior approval from the County's Liaison which approval shall not be unreasonably withheld, conditioned or delayed. Advertising in the interior of the Facility by the Concessionaire is allowed subject to review and approval by the County's Liaison.

M. Soliciting. Concessionaire shall not canvass Park patrons, or solicit business, or distribute handbills or any other written material in the Park, and peddling in the

Facility or on the Grounds is prohibited, without the prior written approval from the County.

N. Disorderly Conduct. The County reserves the right to exclude or expel from the Park any person who, in the judgment of the County, is intoxicated or under the influence of liquor or drugs, or who shall in any manner do any act in violation of any of the rules and regulations of the Park.

O. Facility Closure. Upon close of business each day, Concessionaire shall ensure that Facility doors, ladders, elevated elements, etc., are closed, locked, or otherwise secured before leaving the Grounds, and shall further ensure that all water faucets, electrical appliances and equipment are entirely shut off before Concessionaire or Concessionaire's employees leave the Facility. Concessionaire shall be solely responsible for any damage to the Facility or Park caused by a failure to comply with this subsection. Concessionaire shall secure the high ropes adventure course by appropriate means from third party damage or interference when not being used by the Concessionaire for the purposes of its business.

P. Concessionaire's Compliance. Concessionaire shall be responsible for the observance of all of the foregoing conditions by Concessionaire's employees, agents, licensees, assigns, and invitees.

22. REPRESENTATIVES. The Director of the King County Parks and Recreation Division (or designee) shall represent the County and a representative from Concessionaire shall represent Concessionaire on all matters related to this Agreement ("The Representatives"). Each Representative shall designate an operational liaison for purposes of day-to-day scheduling and working arrangements. The County Representative (or designee) shall assign a staff member for these operational liaison duties.

County Liaison is:
Ryan Dotson, Business Development Manager
201 South Jackson Street, Suite 700
Seattle, WA 98104-3855
206-477-4562 or ryan.dotson@kingcounty.gov

Concessionaire Liaison is:
Jennifer D'Agostino, Director
Go Ape Cougar-Squak LLC
241 East 4th Street, Suite 105
Frederick, MD 21701
301-325-5464 or jenny@goape.com

23. PLANNING AND OPERATIONAL MEETINGS. County's Liaison or designee shall be authorized to speak on its behalf with respect to the operation, improvement, planning and development of the Facility, Grounds, or Common Area. County's Liaison or designee shall meet with the Concessionaire's representative or designee, at minimum, annually or as otherwise agreed, to exchange, review and discuss policies, development plans, levels of scheduled use and operation procedures for the Facility.

24. INDEMNITIES AND HOLD HARMLESS.

A. Concessionaire agrees to indemnify and hold County harmless as provided herein to the maximum extent possible under law. Accordingly, Concessionaire agrees for itself, its successors, and assigns, to defend, indemnify, and hold harmless County, its appointed and elected officials, and employees from and against liability for all claims, demands, suits, and judgments, including costs of defense thereof for injury to persons, death, or property damage which is caused by, arises out of, or is incidental to Concessionaire's exercise of rights and privileges granted by this Agreement, except to the extent of the County's sole negligence. Concessionaire's obligations under this subsection shall include:

1. The duty to promptly accept tender of defense and provide defense to County at Concessionaire's own expense;
2. Indemnification of claims made by the Concessionaire's own employees or agents; and,
3. Concessionaire expressly and specifically waives Concessionaire's immunity under the industrial insurance provisions of Title 51 RCW but only to the extent necessary to fully indemnify County, which waiver has been mutually negotiated by the Parties.

B. In the event it is necessary for County to incur attorney's fees, legal expenses or other costs to enforce the provisions of this Section, all such fees, expenses and costs shall be recoverable from Concessionaire.

C. In the event it is determined that RCW 4.24.115 applies to this Agreement, Concessionaire agrees to defend, hold harmless, and indemnify County to the maximum extent permitted thereunder, and specifically for its negligence concurrent with that of the County to the full extent of Concessionaire's negligence.

D. A hold harmless provision to protect King County similar to this provision shall be included in all subcontracts entered into by Concessionaire in conjunction with this Agreement.

25. PROPERTY INSURANCE. Concessionaire will carry fire and extended coverage insurance with business interruption endorsement in an amount equal to the full replacement value of all improvements (Facility, its subsequent improvements, and Concessionaire’s personal property located on the Grounds) and six (6) months rental interruption. The policy shall include County as an insured as its interests may appear. A current certificate of insurance must be on file with County. County will not carry insurance on the Facility or Concessionaire's personal property. Such policy shall contain a Waiver of Subrogation clause in favor of the County.

26. LIABILITY INSURANCE REQUIREMENTS. By the date of execution of this Agreement, the Concessionaire shall procure and maintain for the duration of this Agreement, insurance against claims for injuries to persons or damages to property which may arise from, or in connection with, the exercise of the rights and privileges granted by this agreement, by the Concessionaire, its agents, assignees, representatives, employees, or subcontractors. The cost of such insurance shall be paid solely by the Concessionaire, and not by the County.

A. Commercial General Liability. Concessionaire shall obtain commercial general liability insurance against claims for injuries to persons or damages to property that

may arise from or in connection with the Concessionaire's use of the Facility at the County Park site. General liability insurance shall be as broad as that provided by Commercial General Liability "occurrence" form CG 00 01 (current edition). The insurance limits shall be no less than FIVE MILLION DOLLARS ($5,000,000) combined single limit per occurrence and FIVE MILLION DOLLARS ($5,000,000) in the aggregate for bodily injury and property damage. This limit can be met by a combination of General Liability and Umbrella polies.

B. Automobile Liability. Insurance Services form number CA 00 01 (current edition). The Limit of Liability shall be no less than ONE MILLION DOLLARS ($1,000,000) per occurrence.

C. Workers Compensation/Stop Gap. If Concessionaire has employees, Concessionaire shall provide Statutory Workers Compensation coverage and Stop Gap Liability for a limit no less than FIVE MILLION DOLLARS ($5,000,000). This limit can be met by a combination of General Liability and Umbrella polies.

D. Endorsements. The required insurance policy(ies) (except Workers Compensation) is/are to be **endorsed to**:

1. Name King County, its officers, officials, employees and agents as additional insureds; Additional insured status shall include both premises operations and products-completed operations and extend for a period of three (3) years after agreement termination.
2. State that Concessionaire and/or subcontractors insurance shall apply separately to each insured against whom claim is made or suit is brought except with respect to the limits of the insurer's liability;
3. State that coverage shall not be suspended, voided, canceled, reduced in coverage or limits except after thirty (30) days prior written notice to the County; and
4. State that coverage (General Liability, Auto and Liquor Legal) shall be primary and non-contributory as to the County.

E. Other Insurance Requirements. Concessionaire's insurance provider must be licensed to do business in the State of Washington and have a Best's rating of A:VIII or better. Deductible or self-insured retention levels must be declared to and approved by King County. The deductible and/or self-insured retention of the policies shall not limit or apply to Concessionaire's liability to the County and shall be the sole responsibility of the Concessionaire. If at any time, of the foregoing policies shall be or become unsatisfactory to the County, as to form or substance, or if a company issuing any such policy shall be or become unsatisfactory to the County, the Concessionaire shall, upon notice to that effect from the County, promptly obtain a new policy, and shall submit the same to the County, with the appropriate certificates and endorsements for approval.

F. Proof of Valid Insurance. Current, valid Certificates of Insurance and required policy endorsements shall be provided to the County on or before the date that Concessionaire executes this Agreement and a current certificate and endorsements shall be provided each policy year. Certificate(s) of insurance and endorsement(s) shall be attached to this Agreement as **Exhibit F**. Upon written request of the County

at any time during the Term or any extension of it, Concessionaire shall provide a duplicate of the policy as evidence of insurance protection.

G. Insurance Provisions Material. Concessionaire understands, acknowledges, and agrees that the insurance provisions of this Section are material, and that if Concessionaire fails to comply with any of them, then the County may terminate this Agreement pursuant to and consistent with Section 28 herein.

27. MUTUAL RELEASE AND WAIVER. To the extent a loss is covered by property insurance in force, the County and Concessionaire hereby mutually release each other from liability and waive all right of recovery against each other for any loss from perils insured against under their respective fire insurance policies, including any extended coverage endorsements hereto; provided that this provision shall be inapplicable if it would have the effect of invalidating any insurance coverage of the County or the Concessionaire.

28. TERMINATION.

A. Convenience. This Agreement may not be terminated under this subsection before the third (3rd) anniversary of the date that Concessionaire opened for business at the Facility. Thereafter, the County may terminate this Concession Agreement due to closure of the Park or transfer of the Park, or for any other business reason the County determines appropriate in its sole discretion. In the event that the County terminates this Agreement, Concessionaire shall be entitled to reasonable compensation from King County for capital improvements made by Concessionaire to the Park with due regard for the funds invested by Concessionaire and the length of time Concessionaire has had use of the Facility. Consistent with Section 32 of this Agreement, if the Parties cannot agree on the amount of compensation due, then the Parties shall attempt to resolve the dispute through non-binding mediation before commencing litigation regarding the amount of compensation due. In the event County terminates this Agreement pursuant to this subsection, County shall give Concessionaire one hundred and eighty (180) days' prior written notice of termination of this Agreement.

B. Default. If either Party breaches this Agreement, then the other Party may initiate termination of this Agreement by delivering a notice of intent to terminate to the defaulting Party. Except as otherwise provided herein, if the basis for termination is a failure to perform that can be cured, the termination shall not take effect so long as the defaulting party either (1) cures the default within thirty (30) days of service of the notice of intent to terminate, or (2) provides the terminating Party within said thirty (30) day period a detailed written action plan to cure the default within sixty (60) days of service of the termination notice and then cures the default within said sixty (60) day period ("Cure Period"). Unless the default is shall have been remedied during the Cure Period, the Party that issued the notice of intent to terminate may terminate this Agreement by delivering a termination notice to the defaulting party, and this agreement shall terminate on the date set forth in the termination notice. No Cure Period shall be provided in the event the Concessionaire commits fraud, files for bankruptcy, or where protection of the public's health, welfare or safety requires immediate termination by the County.

C. Required Approvals. In the event that Concessionaire is unable to obtain the licenses, permits or consents required to construct and operate the Facility within eighteen (18) months of the Effective Date, either Party may terminate this Agreement, and the

Security Deposit and all money paid in advance by the Concessionaire to the Parks and Recreation Division shall be returned, and Concessionaire shall have no further liability hereunder. If Concessionaire determines that it cannot reasonably continue to operate the Facility, Concessionaire may terminate this Agreement after giving King County one hundred and eighty (180) days' advance written notice of termination.

D. Appropriation. County funding in support of this Agreement beyond the current appropriation biennium is conditioned upon appropriation by the County Council of sufficient funds to undertake the activities described in this Agreement. The sufficiency of any such appropriation shall be determined by the County in its sole discretion. Should such an appropriation not be approved, this Agreement shall terminate at the close of the current appropriation biennium.

E. Concessionaire's Waiver of Rights Upon Termination by County. Concessionaire hereby expressly waives the right to claim or recover against the County and/or any official, employee, or representative thereof for any damages whatsoever incurred due to termination by the County except as provided in Section 28.A.

29. SURRENDER OF GROUNDS; REMOVAL OF FACILITY. At the expiration or earlier termination of this Agreement, Concessionaire shall promptly surrender possession of the Grounds to the County. The Grounds shall be surrendered to the County in as good a condition as on the date the Concessionaire took possession, except for the effects of reasonable wear and tear, alteration and repairs made with approval of the County, or property damage by fire or other perils insured in contracts or polices as required herein.

No later than sixty (60) days after expiration or termination of this Agreement, and except for those on-ground improvements and alterations the County elects to assume ownership under subsection 14.F , Concessionaire shall remove from the Grounds, together with any and all other property, materials, equipment, goods, and effects belonging to the Concessionaire and/or its employees. Before removing the Facility the Concessionaire will give the County first right of refusal to purchase those portions of the Facility not covered by Section 14.F for a price determined by an agreed upon appraiser. If the Concessionaire fails to remove any property by the above-stated date, and in addition to funds available under the Security Deposit, the County shall have the right to remove, store, sell, and/or destroy such property at the sole expense of the Concessionaire and shall have a lien thereon for the cost incurred, which lien may be enforced by sale upon thirty (30) days' written notice.

30. DEFAULTS AND RE-ENTRY. If the County terminates this Agreement based on Concessionaire's default pursuant to Section 28.B, and the Concessionaire fails to timely remove the Facility as set forth in Section 29, above, then the County may re-enter the Facility using such force as may be required. Notwithstanding such re-entry by the County, Concessionaire shall remain liable for the Term year Annual Minimum contract fee as provided herein. Concessionaire further covenants and agrees to make good to the County any deficiency arising from a re-entry and re-use of the Facility by another Concessionaire at a lesser contract fee than agreed to herein. The Concessionaire shall pay such deficiency each month as the amount thereof is ascertained by the County. If it becomes reasonably necessary to make any changes, alterations, or additions to the Facility or any part thereof for the purpose of re-using said Facility or any part thereof,

Concessionaire shall also be responsible for such cost, PROVIDED, that Concessionaire's total liability under this Section shall not exceed an amount equal to one-half of the Annual Minimum for the Term year. In no event shall the County seek to accelerate payment of the contract fee upon Concessionaire's default.

31. ADVANCES BY THE COUNTY FOR CONCESSIONAIRE. If Concessionaire fails to pay any fees or perform any of its obligations under this Agreement other than payment of contract fee, the County will mail notice to Concessionaire of its failure to pay or perform. Thirty (30) days after mailing notice, if Concessionaire's obligation remains unpaid or unperformed, the County may, in its sole discretion, pay or perform these obligations at Concessionaire's expense. Upon written notification to Concessionaire of any costs incurred by the County under this Section, Concessionaire will reimburse the County within twenty (20) days.

32. DISPUTE RESOLUTION. Before either Party initiates litigation or other legal proceeding against the other, (1) the Parties will attempt in good faith to resolve through negotiations any dispute, claim or controversy arising out of or relating to this Agreement, and (2) if the claiming party deems such negotiations unsuccessful, the Parties shall attempt to resolve the dispute, claim or controversy through non-binding mediation.

33. ACCESS AND BUSINESS INTERRUPTION. County reserves the right to enter the Facility to repair or install utilities or improvements associated with the other portions and uses of the Facility, Grounds, Common Area or Park. The County also reserves the right to limit the public's access to the Facility, Grounds, Common Area or Park in exercise of its police powers or other legal authority or to allow uses of them that may impede public access to the Common Area. Concessionaire shall not be entitled to any damages from business interruption caused by these activities of the County. However, County will consider requests for temporary reduction in the contract fee.

34. TOTAL OR PARTIAL DESTRUCTION OF FACILITY. If at any time during the term of this Agreement the Facility or any improvements to the Facility subsequently constructed by the Concessionaire are totally or partially destroyed, the Concessionaire shall have the obligation to reconstruct such facilities to their original condition within twelve (12) months after their destruction. County shall not be responsible for any damages suffered by Concessionaire due to the total or partial destruction of the Facility.

35. INSPECTION. County reserves the right to inspect the Facility, at any and all reasonable times throughout the term of this Agreement, provided that County shall not interfere unduly with Concessionaire's operations and that County gives twenty-four (24) hours' notice, except in emergencies when no notice is needed. The right of inspection reserved to County hereunder shall impose no obligation on County to make inspections to ascertain the condition of the Facility, and shall impose no liability upon County for failure to make such inspections.

36. NO LIENS. It is understood and agreed that this Agreement is executed and delivered upon the express condition that Concessionaire will not and cannot contract any debt or debts for labor, materials, services, or otherwise which will or may become a lien against County's interest in the Facility, Grounds, Common Area, or Park, and County hereby

denies to Concessionaire any right, power, or authority to do any act, or contract any obligation or liability which would in any way subject those interests of County to any lien, claim, or demand whatsoever.

37. ASSIGNMENT. Concessionaire shall not assign any of its rights under this Agreement without the prior written consent of County, which consent shall not be unreasonably withheld, conditioned or delayed. County will have the right to sell or otherwise transfer or dispose of the Park, or to assign this Agreement or any interest of County hereunder, provided that in the event of sale or transfer of the Park, County will arrange for the purchaser or transferee to assume the Agreement and the County's obligations hereunder. County will not otherwise assign this Agreement or any interest of County hereunder unless the assignee or purchaser agrees to assume County's obligations hereunder.

38. COMPLIANCE WITH APPLICABLE LAW. In constructing, outfitting, and using the Facility, Concessionaire shall comply with all applicable laws, ordinances and regulations from any and all authorities having jurisdiction including, to the extent applicable, those related to "public works," payment of prevailing wages and competitive bidding of contracts. Concessionaire specifically agrees to comply and pay all costs associated with achieving such compliance without notice from the County, and further agrees that the County does not waive this Section by giving notice of demand for compliance in any instance. The Concessionaire shall indemnify and defend King County should the County be sued or made the subject of an administrative investigation or hearing for a violation of such laws related to this Agreement.

39. KING COUNTY PARKS AND RULES AND REGULATIONS. Concessionaire shall comply with the rules and regulations of the King County Parks and Recreation Division and with any such rules and regulations which may hereafter be made. If there is any question regarding the interpretation of any King County Parks rule or regulation, the County's interpretation shall be controlling.

40. HAZARDOUS MATERIALS AND ENVIRONMENTAL COMPLIANCE. Concessionaire shall not, without first obtaining the County's written approval, apply, store, deposit, transport, release or dispose of any hazardous substances, petroleum products, sewage, medicinal, bacteriological, or toxic materials, or pollutants, on the Facility. All approved application, storage, deposit, transportation, release and disposal shall be done safely and in compliance with applicable laws. Concessionaire shall be fully and completely liable for any and all cleanup costs, and any and all other charges, fees, penalties, or orders, civil or criminal, imposed by any authority with respect to Concessionaire's use, disposal, transportation, generation, release, handling, spillage, storage, treatment, deposit and/or sale of hazardous substances on or about the Facility, Grounds or Park. Concessionaire promises to fully reimburse the County for any expenses, costs or fees it may incur if Concessionaire fails to comply with the terms and conditions of this Section. Concessionaire agrees for itself, its successors, and assigns to defend, indemnify and hold harmless the County, its appointed and elected officials, and employees from and against liability for any costs or claims in accordance with Section 24.

41. NONDISCRIMINATION IN EMPLOYMENT PROVISION OF SERVICES. KCC Chapters 12.16, 12.17, and 12.18 are incorporated by reference as if fully set forth herein

and such requirements apply to this Agreement. Pursuant to KCC Chapter 12.16, during the performance of this Agreement, neither the Concessionaire nor any party subcontracting under the authority of this Agreement shall discriminate or tolerate harassment on the basis of race, color, sex, religion, national origin, marital status, sexual orientation, gender identity or expression, the presence of any sensory, mental, or physical disability, or age except by minimum age and retirement provisions, in the employment or application for employment or in the administration or delivery of services or any other benefits under this Agreement.

42. NONDISCRIMINATION IN SUBCONTRACTING PRACTICES. Pursuant to KCC Chapter 12.17, during the solicitation, award and term of this Agreement, the Concessionaire shall not create barriers to open and fair opportunities to participate in County contracts or to obtain or compete for contracts and subcontracts as sources of supplies, equipment, construction or services. In considering offers from and doing business with subcontractors or suppliers, the Concessionaire shall not discriminate against any person on the basis of race, color, age, gender, marital status, sexual orientation, religion, ancestry, national origin or the presence of any mental or physical disability in an otherwise qualified disabled person.

43. FAIR EMPLOYMENT PRACTICES. Pursuant to KCC Chapter 12.18, during the performance of this Agreement, neither the Concessionaire nor any party subcontracting under the authority of this Agreement shall engage in unfair employment practices.

44. COMPLIANCE WITH LAWS AND REGULATIONS. The Concessionaire shall comply fully with all other applicable federal, state and local laws, ordinances, executive orders and regulations that prohibit discrimination. These laws include, but are not limited to, Chapter 49.60 RCW, Titles VI and VII of the Civil Rights Act of 1964, the Americans with Disabilities Act, and the Restoration Act of 1987.

45. SANCTIONS FOR VIOLATIONS. Any violation of the mandatory requirements of the provisions of this Section shall be a material breach of this Agreement for which the Concessionaire may be subject to damages, withholding payment and any other sanctions provided for by the Agreement and by applicable law.

46. SECTION 504 AND AMERICANS WITH DISABILITIES WITH DISABILITIES ACT. If required by Federal or State law, the Concessionaire shall complete a 504/ADA Self-Evaluation Questionnaire for all programs and services offered by the Concessionaire (including any services not subject to this Agreement) and shall evaluate its services, programs and employment practices for compliance with Section 504 of the Rehabilitation Act of 1973, as amended ("504") and the ADA. Concessionaire shall complete a 504/ADA Assurance of Compliance, and corrective action plan as needed for structural, programmatic, and/or service changes necessary at each of its Facility within the State of Washington to comply with 504 and the ADA, and it is attached as an exhibit to this Agreement and incorporated herein by reference.

47. INDEMNIFICATION FOR NONDISCRIMINATION VIOLATIONS. See Section 24.

48. NON-COMPETITION. During the Term of this Agreement, County will authorize no other party to provide similar services offered by Concessionaire within the Park.

49. HEIRS, AGENTS, AND ASSIGNS. Without limiting any provisions of this Agreement pertaining to assignment, the County and Concessionaire agree that the provisions of this Agreement are intended to bind their heirs, successors, agents and assigns.

50. CAPTIONS. The captions in this Agreement are for convenience only and do not in any way limit or amplify the provisions of this Agreement.

51. EVERY PROVISION IS MATERIAL. Each term of this Agreement is material. A breach by Concessionaire of any one of the terms of this Agreement shall be considered to be a material breach of the entire Agreement and shall be grounds for County to terminate the entire Agreement.

52. TIME IS OF THE ESSENCE. Time is of the essence of this Agreement, and in the event of the failure of Concessionaire to pay any charges at the time in the manner herein specified, or to keep any of the covenants or agreements herein set forth, Concessionaire shall be in default.

53. CUMULATIVE REMEDIES. No provision of this Agreement precludes County from pursuing any other remedies for Concessionaire's failure to perform his obligations.

54. ATTORNEY'S FEES/COLLECTION CHARGES. In the event legal action other than non-binding mediation under Section 32 is brought by either party to enforce any of the terms, conditions, or provisions of this Agreement, the prevailing party shall recover against the other party in addition to the costs allowed by law, such sum as the court may adjudge to be a reasonable attorney's fee.

55. HOLDING OVER. If Concessionaire holds over after the expiration or earlier termination of the Agreement’s term without the express written consent of County, then Concessionaire shall become a Concessionaire at sufferance only, at a contract fee rate equal to one hundred-fifty percent (150%) of the contract fee in effect upon the date of such expiration (prorated on a daily basis), and otherwise subject to the terms, covenants, and conditions herein specified so far as applicable. Acceptance by County of contract fee after such expiration or earlier termination shall not result in a renewal of this Agreement, nor affect County's right of re-entry or any rights of County hereunder or as otherwise provided by law. If Concessionaire fails to timely remove the Facility upon the expiration of this Agreement despite demand to do so by County, Concessionaire shall indemnify and hold County harmless from all loss or liability including, without limitation, any claim made by any succeeding Concessionaire founded on or resulting from such failure to surrender, and together with interest, attorney's fees, and costs.

56. POWERS OF THE COUNTY. Nothing contained in this Agreement shall be considered to diminish the governmental or police powers of the County.

57. IMPOSSIBILITY. The Parties shall not be responsible for their failure to perform their obligations described herein if County’s performance is rendered impossible or

impracticable due to strikes, walk-outs, acts of God, inability to obtain labor, materials, or services, government restrictions, enemy action, civil commotion, fire, unavoidable casualty, or similar causes beyond the control of the Parties. Furthermore, County shall not be responsible for any damages arising from its failure to provide Concessionaire access to or use of the Facility available for Concessionaire's use where such performance is rendered impossible or impracticable due to County's closure of the Park, Grounds or Facility to the public or transfer of the Park or a portion thereof and Concessionaire may be entitled to a contract fee reduction during such period.

58. SEVERABILITY. If any term or provision of this Agreement or the application of any term or provision to any person or circumstance is invalid or unenforceable, the remainder of this Agreement, or the application of the term or provision to persons or circumstances other than those as to which it is held invalid or unenforceable, shall not be affected and will continue in full force.

59. NON-WAIVER. Waiver of any breach of any term or condition of this Agreement shall not be deemed a waiver of any prior or subsequent breach. No term or condition of this Agreement shall be waived, modified or deleted except by an instrument, in writing, signed in advance by the Parties.

60. NO PARTNERSHIP. Nothing contained herein shall make, or be deemed to make, County and Concessionaire a partner of one another, and this Agreement shall not be construed as creating a partnership or joint venture.

61. NO THIRD-PARTY BENEFICIARIES. Nothing in this Agreement shall create, or be deemed to create, any legal right, obligation, or cause of action in any person or entity not a party to it.

62. AGREEMENT LIMITATIONS. It is understood and agreed that this Agreement only grants a concession agreement, and not a lease. This Agreement shall only confer permission to occupy and use the Facility described for concession purposes. Concessionaire's expenditure of capital and/or labor in the course of use and occupancy shall not confer any interest or estate in the Facility or park by virtue of said use, occupancy and/or expenditure of money thereon. The sole privilege granted from County to Concessionaire is a personal and revocable privilege of use in the Facility for the concession described herein. Concessionaire is responsible for obtaining all other necessary agreements, permits, and licenses.

63. PUBLIC DISCLOSURE OF AGREEMENT. This Agreement shall be considered a public document and will be available for inspection and copying by the public. If Concessionaire considers any portion of the items delivered to County to be protected under law, Concessionaire shall clearly identify each such portion with words such as "CONFIDENTIAL," "PROPRIETARY" or "BUSINESS SECRET." If a request is made for disclosure of such portion, County will determine whether the material should be made available under the law. If the material is not exempt from public disclosure law, County will notify Concessionaire of the request and allow Concessionaire twenty (20) days to take whatever action it deems necessary to protect its interests.

If Concessionaire fails or neglects to take such action within said period, County will release the portions of the Agreement deemed subject to disclosure. By entering into this Agreement, Concessionaire assents to the procedure outlined in this Section and shall have no claim against County on account of actions taken under such procedure. Concessionaire's failure to specifically identify items as "CONFIDENTIAL," "PROPRIETARY" or "BUSINESS SECRET" will not diminish Concessionaire's proprietary rights in its trade secrets and other confidential information identified in this Contract (including all Attachments and Exhibits), or otherwise identified, as trade secrets and/or confidential information; provided, if Concessionaire fails to specifically label protected items, County will not be liable to Concessionaire for inadvertently releasing such items pursuant to a disclosure request.

64. ENTIRE AGREEMENT; AMENDMENTS. This printed Agreement together with the attached exhibits expressly incorporated herein by reference and attached hereto shall constitute the whole agreement between the Parties. There are no terms, obligations, covenants or conditions other than those contained herein. No modification or amendment of this agreement shall be valid or effective unless evidenced by an agreement in writing signed by the Parties.

65. NOTICES. Required notices except legal notices shall be given in writing to the following respective address:

If to County:	If to Concessionaire:
King County Parks & Recreation	Go Ape Cougar-Squak LLC
Division Director	Attn: Jenny D'Agostino
201 S. Jackson Street, Suite 700	241 East 4th Street, Suite 105
Seattle, WA 98104-3855	Frederick, MD 21701

Each party shall revise the designations as needed, including the replacement of the originally named representatives. Revisions shall be delivered to the other party's representative. All designations shall state the name of the replacement representative, her/his title, mailing address, phone number(s), and email address. Notices sent by mail shall be deemed to have been given when properly mailed.

66. MUTUAL NEGOTIATION; CONSTRUCTION. County and Concessionaire have mutually negotiated the terms and conditions of this Agreement. County and Concessionaire agree that the Agreement shall not be construed against either of them.

67. CHOICE OF LAW; JURISDICTION AND VENUE. County and Concessionaire agree that Washington State law will govern this Agreement, including the State's choice of law rules. County and Concessionaire agree that the King County Superior Court, in Seattle, Washington, will have jurisdiction to hear any litigation regarding this Agreement; and County and Concessionaire further agree that the King County Superior Court in Seattle will be the sole and proper venue in which to bring any litigation regarding this Agreement.

68. EXHIBITS. The following attachments are exhibits to this Agreement:
    A. Map of Cougar Squak Corridor Park
    B. Map of Facility and Grounds
    C. Treetop Adventure Course: Plan, Layout, and Description
    D. Concessionaire's Hours of Operating, Approved List of Goods, Services, and Prices

E. Concessionaire and County Emergency Contact Information
F. Concessionaire Insurance Certificate(s) and Endorsement(s)
G. Go Ape Cougar-Squak LLC – Concessionaire Reporting Form
H. Confirmation of Term

IN WITNESS WHEREOF, the County and Concessionaire have executed this agreement on the dates specified below.

GO APE COUGAR-SQUAK, LLC

_____
Dan D'Agostino, Managing Director

_____
Date

KING COUNTY

_____
Kevin R. Brown, Director
Parks and Recreation Division

_____
Date

APPROVED AS TO FORM:

By: _____
Thomas W. Kuffel
Senior Deputy Prosecuting Attorney

STATE OF MARYLAND)
) ss
COUNTY OF FREDERICK)

On this day personally appeared before me_____to me known to be the _____ of the _____that executed the foregoing instrument, and acknowledged the said instrument to be the free and voluntary act and deed of said corporation for the uses and purposes therein mentioned and that he was authorized to execute the said instrument.

GIVEN under my hand and official seal this _____day of _____, 2015.

_____
NOTARY PUBLIC in and for the State of Maryland residing at_____

My appointment expires _____

STATE OF WASHINGTON)
) ss
COUNTY OF KING)

I certify that _____ signed this instrument, on oath stated that (he/she) was authorized by the **King County Executive** to execute the instrument, and acknowledged it as the Manager, Property Services of King County, Washington to be the free and voluntary act of said the County for the uses and purposes mentioned in the instrument.

Date: _____

_____
NOTARY PUBLIC in and for the State of Washington residing at _____

My appointment expires _____

Exhibit A

Map of Cougar Squak Corridor Park

Map of Park, including location of Grounds

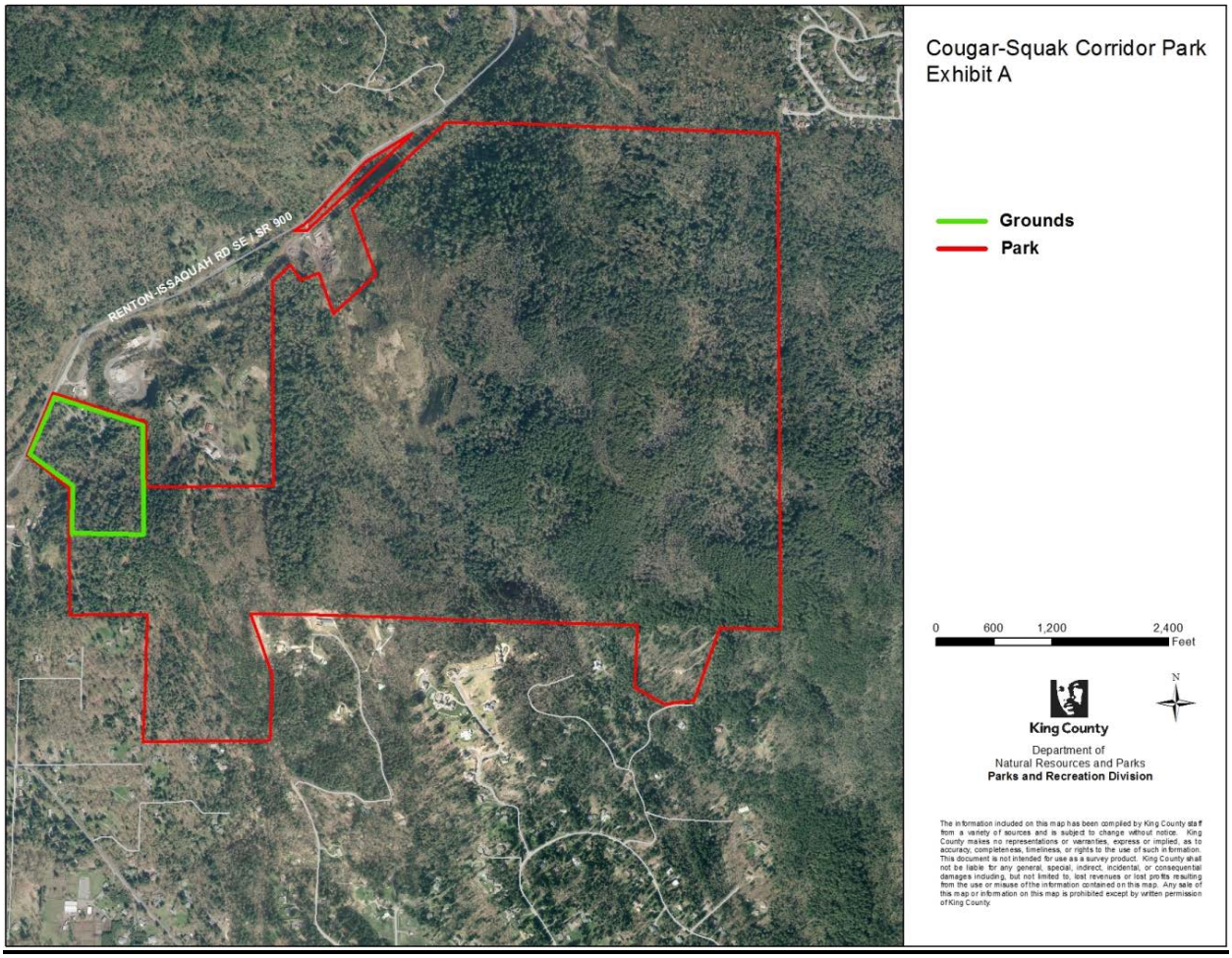


Exhibit B

Map of Facility and Grounds

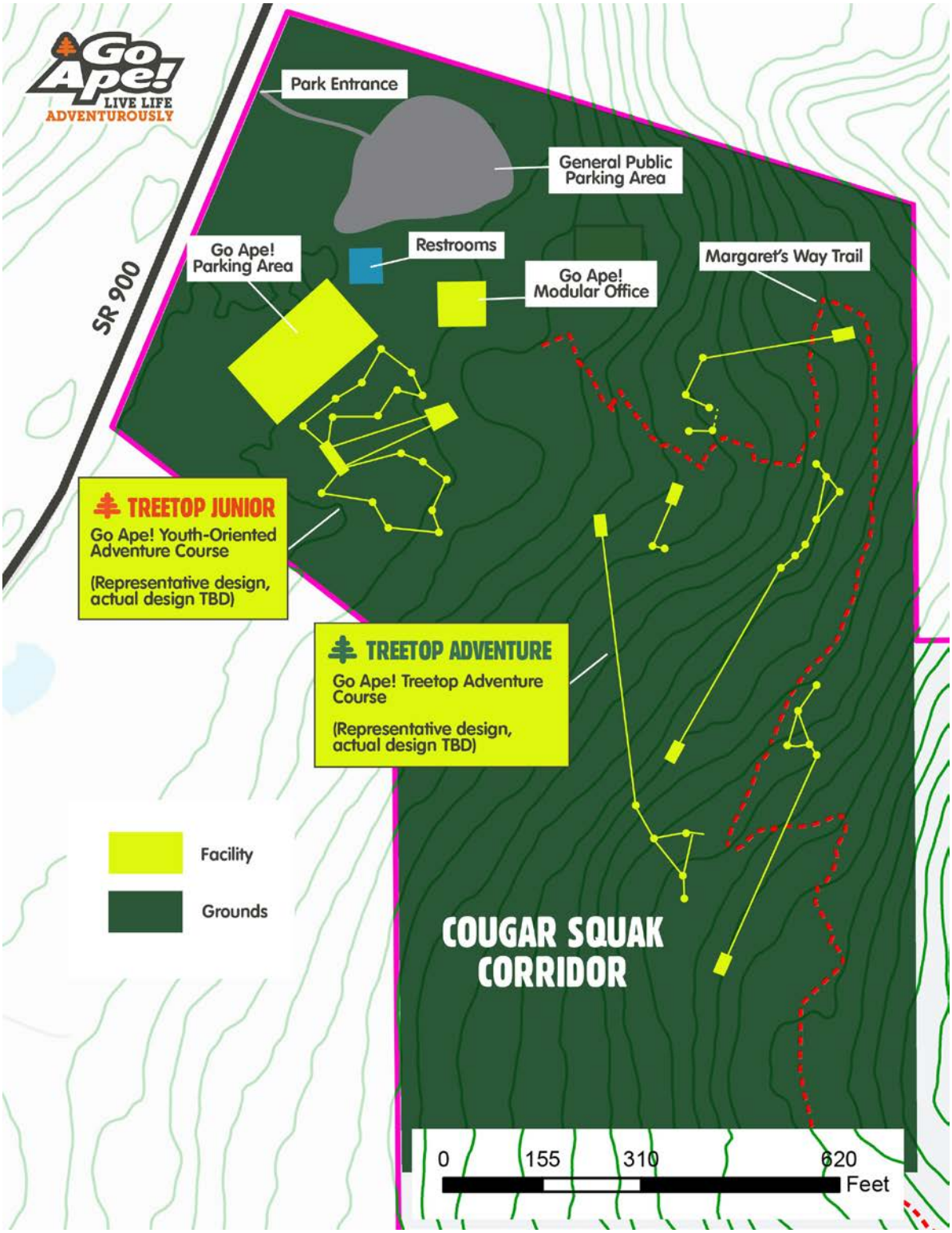


Exhibit C

Treetop Adventure Course: Plan, Layout, and Description

Final design depends on the trees and the area involved. We try to design in such a way as to limit the number of trees impacted. The attached drawings and images are provided for reference purposes only.

The treetop adventure course typically consists of 5-6 sites. There is a pre-brief site used to familiarize guests with the safety equipment and safety system. The first site is considered part of training and only consists of 3 elements (rope ladder, amazon bridge and a zip line). Sites 2 through 5 consist of more obstacles and sometimes decision points depending on the number of available healthy trees. Guests walk on trails to access the various sites.

The treetop junior course is typically 2-3 loops of obstacles with 2 zip lines. There are approximately 25 obstacles depending on the number of available healthy trees. The obstacle offerings are the same as those on the treetop adventure course. The difference is that the junior course uses a continuous belay safety system and the activities start from a centralized platform.

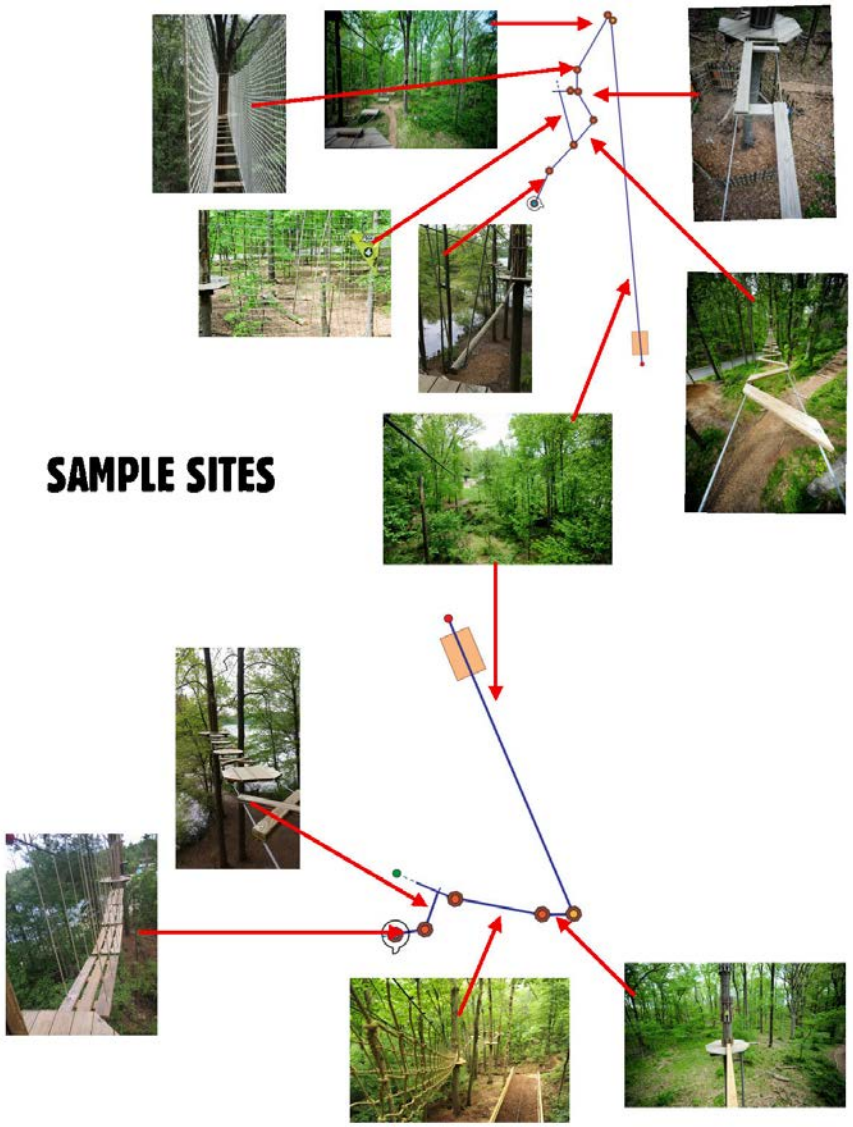


Exhibit D

Concessionaire's Hours of Operation, Approved List of Services, Merchandise, and Prices

Hours of Operation (subject to demand and weather)

In-Season	Mid-June through the end of August; 7 days a week
Off-Season	March or April to Mid-June and September to November; 2-5 days a week, with possible 7 day a week opening for Spring break and/or other breaks and holidays

Approved List of Services and Prices

Operation of Treetop Adventure Course		Duration
Treetop Adventure (adult)	$58	2-3 hours
Treetop Adventure (youth)	$38	1-2 hours

Approved List of Sales Merchandise and Prices

Approved Sales Merchandise and Prices	
T-shirts	$15
Nalgene Bottle	$10
Lanyard	$6
Gloves	$6
Poncho	$3
Beverages	$2
Snacks / Ice Cream	$2-4

Exhibit E

Concessionaire and County Emergency Contact Information

Concessionaire Emergency Contacts

Jenny D'Agostino, Director	301-325-5464
Chris Swallow, Director	415-553-0769
Dan D'Agostino, Director	301-300-0710

King County Parks Staff Emergency Contacts

Duane-Jay Evans, Parks District Maintenance Coordinator	206-391-1932
After-Hours Maintenance/Parking Staff	206-669-8931

Exhibit F

Concessionaire Insurance Certificate(s) and Endorsement(s)

Upon signature, certificate will be inserted into the document.

Exhibit G

Gross Receipts Report

Go Ape Cougar-Squak LLC – Year-End Payment Form

Reporting Period: _____

	Example: Dec. 15, 2018	
1. Total Receipts (for the calendar year)	($1,360,000.00)	_____
2. Refunds & Credits (see Section 8.A.2)	($19,000.00)	_____
a. Enter Line 1 less Line 2	($1,341,000.00)	_____
3. Gross Receipts (line 2a divided by 1.086)	($1,234,806.63)	_____
(a/o October 2015, sales tax is 8.6%; www.dor.wa.gov; confirmation code *E16CF5E3A0*)		
4. Percentage of Gross Receipts (see Section 8.A.3)	($123,480.66)	_____
(line 3b times applicable Gross Receipts %)	($1,234,806.63 x 10%)	
5. Enter Annual Minimum (see Section 8.A.1)	($20,000.00)	_____
6. Enter greater of Line 4 or Line 5	($123,480.66)	_____
7. Leasehold Excise Tax (line 6 times 0.1284; see Section 8.B)	($15,854.92)	_____
8. Amount Due (line 6 plus line 7)	($139,335.58)	_____

Payment is due on or before December 15 each year of the Term. Late payment may be assessed a $50.00 late fee, and interest penalty. Please make check payable to King County Parks and delivery or mail with the completed form to:

King County Parks / Regional Scheduling
201 S. Jackson Street, #700
Seattle, WA 98104

CERTIFICATION

I, the undersigned do hereby certify, that the above Gross Receipts Report has been prepared by me, and all the financial reporting information above is complete and accurate.

Certified By _____ Date _____

Title _____

This material is available in alternate formats upon request. www.kingcounty.gov/parks

Exhibit H

CONFIRMATION OF TERM

Pursuant to Section 7.B. Term, the parties confirm that Concessionaire opened for business at the Facility on _____, 20___. Accordingly, the last day of the Term shall be _____, 20___, unless extended or sooner terminated.

GO APE COUGAR-SQUAK, LLC	KING COUNTY
By: _____	By: _____
Its: _____	Its: _____
Date: _____	Date: _____

May 24, 2016

1

Sponsor: Dunn

[mb]

Proposed No.: 2016-0136

AMENDMENT TO PROPOSED ORDINANCE 2016-0136, VERSION 1

Delete Attachment A, Concession Agreement Between King County Parks and Recreation Division and Go Ape Cougar-Squak LLC, and insert Attachment A, Concession Agreement Between King County Parks and Recreation Division and Go Ape Cougar-Squak LLC, Revised May 24, 2016.

EFFECT: ***Replaces the Concession Agreement that was transmitted with an updated version that would provide clarification. Specifically, it would define geographic terms with more specificity, use consistent terms to describe potential visitors to the park and the treetop adventure course, and provide more clarity about the Concessionaire's responsibilities during design and construction***

[Blank Page]

CONCESSION AGREEMENT
Between
King County Parks and Recreation Division
and
Go Ape Cougar-Squak LLC

THIS CONCESSION AGREEMENT ("Agreement") is made and entered into by and between King County (the "County" or "King County"), a home rule charter county and political subdivision of the State of Washington, through the Parks and Recreation Division of the Department of Natural Resources and Parks, and **Go Ape Cougar-Squak LLC** ("Concessionaire") (collectively, the "Parties"), a limited liability corporation organized under the laws of the State of Washington and having its usual place of business at 241 East 4th Street, Suite 105, Frederick MD 21701.

Recitals

A. King County is the owner and operator of the Cougar Squak Corridor Park (parcel numbers 062306-9052 and 062306-9031), located at 10610 Renton-Issaquah Road SE, Issaquah, Washington, 98072 (the "Park"). Prior to acquisition by King County on January 28, 2014, the Park was known as the Issaquah Highlands Recreational Club.

B. Concessionaire is an experienced treetop adventure course provider and, through related business entities, has successfully developed and operated twelve similar recreational facilities in partnership with municipal and state parks departments throughout the United States since 2009.

C. Concessionaire has the demonstrated experience, ability, and resources to develop and operate a treetop adventure course facility for public use.

D. King County has determined that constructing such a facility will have significant public recreational value and will provide financial support to the Parks and Recreation Division for county wide operations, and for planned Park infrastructure improvements, such as an Americans with Disabilities Act ("ADA") accessible restroom facility and additional parking.

E. Pursuant to Chapter 4.57 King County Code ("KCC"), the Parks and Recreation Division of the Department of Natural Resources and Parks, an agency of King County, is authorized to enter into concession agreements on behalf of King County.

F. Allowing Concessionaire to develop certain mutually-agreed upon improvements, including a treetop adventure course, and a small modular office in the Park for operational purposes, will provide a significant public recreation amenity.

THEREFORE, in consideration of the mutual agreements herein contained, the Parties do hereby agree as follows:

1. PARK. "Park" means the public park owned and operated by the County , as shown in **Exhibit A,** where Concessionaire shall install and operate the Facility.

2. FACILITY. "Facility" means the treetop adventure course, consisting of zip lines, elevated swings, obstacles and walkways, related tree canopy infrastructure installed by

Concessionaire, an ADA accessible modular office installed and operated by Concessionaire, and the property containing the adventure course, and other infrastructure, including any trade fixtures or personal property. These items shall be included within the meaning of Facility. The Facility will be located within the Grounds, as shown in **Exhibit B**,. The Facility shall also include a youth-oriented adventure course if subsequently developed pursuant to Section 5.A.1.

3. GROUNDS. "Grounds" means the real property, personal property, including landscaping, trees, an ADA accessible restroom, a dedicated Facility parking area, and general public parking, owned, operated, and maintained by the County. The Grounds comprise all of parcel number 0623069052 and extend approximately 1,000 feet onto parcel number 0623069031, as generally depicted in Exhibit A-1. The Facility will be located within the Grounds, as depicted in **Exhibit B**.

4. COMMON AREA. "Common Area" means the area within a ten (10) foot perimeter around and below the Facility, in which Park users, Concessionaire patrons, guests, employees, and authorized representatives, and County employees have access.

5. USE.

   A. Facility. Concessionaire shall design, construct and operate the Facility on the Grounds, as set forth in this Agreement. During the Term of this Agreement, Concessionaire shall not use the Facility for any other purpose than that shown on **Exhibit D** without prior written consent of the County's Liaison.

      1. Youth-Oriented Adventure Course. Subject to the County's written consent, and on such additional or amended Agreement terms and conditions as the County may require, during the Term (as defined in Section 7) Concessionaire may, as part of the Facility and at its sole cost and liability, design, construct and operate a youth-oriented adventure course, as generally depicted on **Exhibit B**.

   B. Common Area. Except as provided in Section 5.B.2, Concessionaire and its patrons, guests, employees, and authorized representatives shall have the nonexclusive right to use the Common Area with others who are entitled to use the Common Area, subject to the conditions of this Agreement.

      1. Maintenance and Management. Except as provided in Section 5.B.2, County shall maintain and manage the Common Area, with the assistance of Concessionaire, in accordance with Section 17.G. Concessionaire agrees to conform to all County rules and regulations pertaining to the Common Area.

      2. Exclusive Use. Within the Common Area, Concessionaire shall have exclusive use of the ADA accessible modular office; airspace above and below the Facility's elevated components; and fenced-in course areas within the Common Area, in accordance with Section17.A. Also provided that the County is under no obligation to enforce the Concessionaire's right to exclusive use against Park users and shall not be liable to the Concessionaire if Park users enter into the Concessionaire's exclusive use areas within the Common Area. The Concessionaire shall be responsible for advising others of its exclusive use areas.

C. Park Access and Restrooms. Concessionaire and its patrons, guests, employees, and authorized representatives may enter and exit the Park and access the Facility at all times the Park is open to the public. Concessionaire, its patrons, guests, employees, and authorized representatives may use public restroom facilities at the Park when such restroom facilities are open and available to the public.

6. SERVICES, MERCHANDISE, AND PRICING. Concessionaire is authorized to provide only those goods and services set forth, and at the prices specified in **Exhibit D**. Concessionaire shall have ready for sale all services and articles shown in **Exhibit D** sufficient to satisfy the reasonably foreseeable demand of patrons and guests during operating hours and days of operation. For the duration of this Agreement, Concessionaire shall be required to obtain the consent of the County for any change in the prices of the goods or services if such increase shall: (1) exceed ten percent (10%) of the current price of such goods or services, or (2) occur within twelve (12) months of a prior price increase.

7. EFFECTIVE DATE; TERM; EXTENSION.

A. Effective Date. This Agreement shall be effective upon signature by both Parties ("Effective Date").

B. Term. The term ("Term") of this Agreement shall commence on the Effective Date and shall remain in force and effect until the tenth (10th) anniversary of the date that Concessionaire opens for business at the Facility (said date to be confirmed by the Parties and attached to this Agreement as **Exhibit H**), unless sooner terminated or extended.

C. Extension(s). Subject to the terms and conditions of this Agreement, the Term may be extended for two (2) successive five (5) year periods, PROVIDED that Concessionaire is not in default of any of the terms and conditions of this Agreement beyond the expiration of any applicable grace or cure period. The Term shall be deemed extended as allowed under this Section, unless one Party notifies the other in writing not less than one-hundred-eighty (180) days prior to the expiration of the Term or expiration of the first extension period, as applicable, that this Agreement shall not be extended. All of the terms and conditions of this Agreement as it may be amended from time to time shall apply during any extension period.

8. CONTRACT FEES; PAYMENT.

A. Contract Fees. For the period beginning on the Effective Date through the end of the calendar year, Concessionaire shall pay to County a percentage (%) of Gross Receipts, pursuant to the table in Section 8.A.3. Through the remainder of the Term, Concessionaire shall pay to County on an annual basis, the *greater of* the Annual Minimum, as set forth in Section 8.A.1, or the percentage ("%") of Gross Receipts, pursuant to the table in Section 8.A.3.

1. "Annual Minimum" means the annual minimum payment Concessionaire shall remit to County during the Term of this Agreement. The Annual Minimum shall be TWENTY-THOUSAND DOLLARS ($20,000), and shall be increased annually by 100 percent of the Seattle-Tacoma-Bremerton Consumer Price Index, All Items, 1982-84=100 for All Urban Consumers ("CPI"). For clarity, and to illustrate the calculation of annual CPI increases on the Annual

Minimum: CPI for December 2015 would be used to calculate the Annual Minimum value for 2016; CPI for December 2016 would be used to calculated the Annual Minimum value for 2017; and so forth.

2. "Gross Receipts" means the Concessionaire's total receipts from operating the Facility in the Park, excluding only:

   a. Refunds or credits given to Concessionaire's patrons and guests, including for example, amounts for defective or unsatisfactory goods or services, provided that the refund or credit must not exceed the sale price of the goods or the charges for the services;
   b. Washington State sales tax and/or business and occupation tax imposed directly on Concessionaire in respect to the supply of goods and services referred to in this Agreement and actually paid by the Concessionaire to the taxing authorities.

3. For purposes of determining the contract fee in Section 8.A, the percentage of Gross Receipts shall be as follows:

When annual total receipts are:	Gross Receipts % payable to County is:
< $800,000	3.0%
>= $800,000 - $900,000	5.0%
> $900,000 - $1,000,000	7.0%
> $1,000,000 - $1,200,000	8.0%
> $1,200,000 - $1,500,000	10.0%
> $1,500,000 - $1,750,000	12.0%
> $1,750,000	15.0%

B. Timing and Structure of Payments. Concessionaire shall remit the contract fee to County, plus any leasehold excise tax on the contract fee (currently 12.84%) imposed under chapter 82.29A RCW, each calendar year during the Term of this Agreement on or before December 15. Concessionaire shall submit with each payment a signed statement, in the form of the Gross Receipts Report attached hereto as **Exhibit G**, attesting to the total receipts for the particular payment. Concessionaire shall make the payment of the total contract fees and leasehold excise tax payable to King County Parks and shall deliver the quarterly payment and reporting forms to:

KING COUNTY PARKS
Attention: Regional Scheduling
201 S. Jackson Street, #700
Seattle, Washington 98104

C. Late Payments. There will be a collection charge of FIFTY DOLLARS ($50.00) for any late payment. In addition, ONE HALF OF ONE PERCENT (.05%) per month interest will be charged for any delinquent payment not delivered to the County by the tenth (10th) of the following month.

9. TAXES AND ASSESSMENTS; LEASEHOLD EXCISE TAX. Concessionaire shall pay on a current basis all taxes or assessments levied on its activities, except that Concessionaire shall have the right to contest any such tax or assessment. Concessionaire shall not be deemed to be in default as long as it shall in good faith be contesting the validity or amount of any such tax or assessment. Except with respect to leasehold excise taxes, Concessionaire shall be responsible for collecting and remitting any amounts owed pursuant to this section. Any statutory leasehold excise tax imposed pursuant to Chapter 82.29A RCW shall be paid directly to the County in accordance with Section 8.B. If Concessionaire seeks an exemption from the application of leasehold excise tax, it shall provide proof of exemption from the Washington State Department of Revenue on or prior to the Effective Date. Concessionaire agrees for itself, its successors, and assigns to defend, indemnify and hold harmless the County, its appointed and elected officials, and employees from and against liability for any costs or claims for unpaid taxes and assessments owed by Concessionaire.

10. UTILITIES. Concessionaire shall be responsible for all cost associated with installing, connecting or relocating utilities or services, including inspection of the same, for purposes of operating the Facility, except that the County shall provide a telephone line stub-out on the Grounds. Concessionaire shall pay all charges for each utility or service provided to the Facility, (including, but not limited to, heat, light, water, electrical, telephone service, garbage collection and data lines) so that the same shall not become a lien against the Facility, the Grounds or the Park. Concessionaire shall pay such charges when due, to the provider of such utility or service or, to the extent Concessionaire connects to County's existing utilities and/or services for any utilities or services, directly County at County's election.

11. SECURITY AND DAMAGE DEPOSIT. The Concessionaire shall deposit with the County the sum of SEVEN-THOUSAND-FIVE-HUNDRED DOLLARS ($7,500.00) as a security and damage deposit ("Security Deposit") for the payment of contract fees and taxes and any damages to the Park for which the Concessionaire is responsible and for any restoration of damage or cleaning of the Park that the Concessionaire has not completed when the Concessionaire vacates, provided County shall give Concessionaire written notice detailing any such damage and/or necessary cleaning and Concessionaire shall have fifteen (15) business days to cure such damage and/or complete such cleaning. Within sixty (60) days after termination of the use and vacation of the Park the County will return any portion of the Security Deposit due the Concessionaire. The Concessionaire understands and agrees that unless paid by the Concessionaire, amounts may be deducted from the Security Deposit for damage and cleaning at the time of Concessionaire's vacation of the Park if any amount remains in the Security Deposit after subtraction for contract fees and taxes owing; PROVIDED County shall give Concessionaire written notice detailing any such damage and Concessionaire shall have fifteen (15) business days to cure such damage. The Security Deposit need not be held in any special account and no interest will be paid thereon.

12. MAINTENANCE OF RECORDS AND INSPECTIONS. Concessionaire shall keep: accurate books and accounts of all matters on which contract fees and other payments are computed and ascertained; and all records regarding compliance with the nondiscrimination regulations and requirements referenced in Sections 41-44. Such books,

accounts and records shall be retained, open, and available for inspection by the County upon forty-eight (48) hours' written notice during the Term of this Agreement, and not less than six (6) years after its expiration or termination.

13. CONDITION OF GROUNDS AND CONSTRUCTION DEFECTS. Concessionaire has inspected and knows the condition of the Grounds, and it is understood and agreed that the Grounds are taken on an "as is" basis without any obligation on the part of the County to make any changes, improvements, or to incur any expenses whatsoever to prepare, repair, or alter the Grounds to facilitate Concessionaire's construction and operation of the Facility, other than those specifically required by this Agreement. County shall not be liable to the Concessionaire for claims or damages arising from any defect in the construction of or the condition of the Grounds at the time Concessionaire assumes occupancy, whether known or unknown, or for damage by storm, rain, or leakage or any other occurrence.

14. CONCESSIONAIRE IMPROVEMENTS AND ALTERATIONS TO THE GROUNDS.

A. Facility. Concessionaire shall design, develop, and construct Facility features and amenities in accordance with all applicable design(s), timelines, restrictions, environmental considerations, permitting determinations, and mitigations. All such activities and improvements shall be performed by Concessionaire at its sole expense and liability.

B. Design. Concessionaire shall submit to the County for its review, comment and approval, detailed design and construction plans and specifications for Concessionaire's proposed Facility, including any proposed improvements to the Grounds (collectively the "Plans"), all of which shall meet or exceed applicable guidelines and standards established by Association for Challenge Course Technology ("ACCT").

Notwithstanding anything contained herein to the contrary, in the event that County does not approve the Plans or if County requests material or substantive changes to the Plans with which Concessionaire does not agree, then Concessionaire may terminate this Agreement, and the Security Deposit and all monies paid by Concessionaire to the County's Parks and Recreation Division will be returned, and neither party will have any liability under this Agreement.

1. Concessionaire shall provide County with a copy of all proposed changes to the approved Plans for County review, comment and approval.

2. County's review of and comment on the Plans for the Facility shall not relieve Concessionaire of its responsibility for the Facility design and construction. Concessionaire shall have sole responsibility for design and construction of the Facility. In addition, Concessionaire acknowledges and agrees that County's review, comment, disapproval, approval, or acceptance of the Plans:

   a. Exist solely for the benefit and protection of County and its employees and authorized representatives;

   b. Do not create or impose on County or its employees and agents any standard or duty of care towards Concessionaire, all of which are hereby disclaimed;

c. May not be relied on by Concessionaire in determining whether Concessionaire has satisfied all applicable standards and requirements; and

d. Neitherthe exercise nor the failure to exercise any rights by County under this Section 14.B may be asserted against County or its employees and authorized representatives by the Concessionaire as a defense, legal or equitable, to Concessionaire's obligation to fulfill such standards and requirements, notwithstanding any approval of the Plans by County or its employees or authorized representatives.

C. Permits. Following receipt of County's approval, pursuant to Section 14.B, Concessionaire shall apply for and secure all necessary permits through the King County Department of Permitting and Environmental Review, and such other agencies as may be required to be obtained in connection with design and construction of the Facility.

D. Construction. Concessionaire shall be entitled to exclusive possession and use of a portion of the Grounds designated for construction of the Facility during the construction phase, subject to the County's entry, inspection, and audit rights under Sections 12, 30, and 35 of this Agreement ("Construction Work Area"). This right of exclusive possession and use by Concessionaire for the Construction Work Area, including the portion of the Grounds and the time period for which the Concessionaire is requesting exclusive possession and use, shall be submitted in writing for County review and approval before commencement of construction. Concessionaire shall ensure that this Construction Work Area is properly restricted, and shall ensure that signage is installed directing unauthorized persons not to enter onto the Construction Work Area during any phase of construction. Unless otherwise agreed by the Parties in writing, fencing will be placed around the Construction Work Area. In addition, the Construction Work Area will be kept clean and organized during construction. Concessionaire will be responsible for site security, traffic, and pedestrian warnings at the Construction Work Area during the construction phase. Concessionaire shall indemnify and hold the County harmless for any claims, demands, suits and judgments, including costs of defense thereof for injury to persons, death or property damage during the construction of the Facility in accordance with Section 24.

E. Post Construction Alterations or Improvements. After completion of construction of the Facility, Concessionaire shall make no alterations or improvements to or upon the Grounds, or install any fixtures (other than trade fixtures which can be removed without injury to the Grounds) without prior written notification to the County, excepting only those emergency alterations or improvements deemed necessary by Concessionaire for which Concessionaire shall notify County in a timely manner. In the event that any request is submitted and the County does not respond by approving, denying or requesting more information within ten (10) business days after such request, the County shall be deemed to have approved such request. The alterations or improvements will be at Concessionaire's sole cost and approval may be conditioned on inspections and approval of improvements by the County, supplying as-built drawings, and other reasonable requirements imposed by the County.

F. Ownership of On-Ground Improvements Upon Expiration or Termination. Unless otherwise stipulated in writing by the Parties, all on-ground improvements or alterations, including modular structures installed and operated by Concessionaire, shall, upon expiration or earlier termination of this Agreement, belong to the County. However, the County shall have the option, to be exercised on expiration or earlier termination of the Agreement, to require the Concessionaire, at Concessionaire's expense, to remove any or all such improvements or alterations and to require Concessionaire to return the property to its original condition as reasonably practicable taking into account the nature of the improvements or alterations which were installed for the adventure course.

G. Professional Service Contractors and Contractor Indemnification and Hold Harmless. Concessionaire will require its professional service providers (including but not limited to architectural and engineering consultants), construction contractors and subcontractors to defend, indemnify and hold King County, its officers, officials, employees, and volunteers harmless from any and all claims, injuries, damages, losses, or suits including attorney's fees and costs, arising out of or in connection with the design and construction of the Facility, except for injuries and damages caused solely by the gross negligence or willful misconduct of King County, its authorized representatives, contractors and their employees. In the event it is determined that RCW 4.24.115 applies to this Agreement, the Concessionaire agrees to defend, hold harmless, and indemnify King County to the maximum extent permitted thereunder, and specifically for its negligence concurrent with that of King County to the full extent of their negligence. Concessionaire agrees to defend, indemnify, and hold harmless the County for claims by Concessionaire employees and agrees to waiver of its immunity under Title 51 RCW, which waiver has been mutually negotiated by the Parties.

H. Commercial General Liability Insurance. Concessionaire will require its professional service providers, construction contractors and subcontractors to procure and maintain, for the duration of construction of the Facility and a for a period of at minimum three (3) years following project completion, insurance against claims for injuries to persons or damage to property, which may arise from or in connection with the performance of the work hereunder by the professional service providers, construction contractors and subcontractors, their agents, representatives, or employees. All said policies will name King County as an additional insured to include Facility operations and products-completed operations for a period of at minimum three (3) years from project completion and will include a provision prohibiting cancellation or reduction in the amount of said policies except upon forty-five (45) days prior written notice to the County. Concessionaire will require its construction contractors to maintain minimum commercial general liability insurance limits of no less than THREE MILLION DOLLARS ($3,000,000) each occurrence; THREE MILLION DOLLARS ($3,000,000) general aggregate and a THREE MILLION DOLLARS ($3,000,000) products-completed operations aggregate limit; business automobile coverage for a limit of not less than ONE MILLION DOLLARS ($1,000,000) combined single limit per occurrence; workers' compensation coverage as required by the Industrial Insurance Act of the State of Washington; and

Employers Liability/Stop Gap coverage in the amount of ONE MILLION DOLLARS ($1,000,000).

I. Builder's Risk Insurance. Concessionaire will require its construction contractors to procure and maintain, for the duration of the construction phase of the Facility, builder's risk insurance covering interests of the Concessionaire, King County and the construction contractor in the work. Builders risk insurance will be in the amount of the completed value of the Facility with no coinsurance provisions. Builder's risk insurance will be on an all-risk policy form and will insure against the perils of fire and extended coverage and physical loss or damage including flood and earthquake, theft, vandalism, malicious mischief, collapse, temporary buildings, and debris removal. Builder's risk insurance covering the work will have a deductible of no more than FIVE THOUSAND DOLLARS ($5,000) for each occurrence, which will be the responsibility of the construction contractor. Higher deductibles for flood and earthquake perils may be accepted by County upon written request by Concessionaire and written acceptance by County. Any increased deductibles accepted by County will remain the responsibility of the construction contractor. Builder's Risk insurance will be maintained until final acceptance of the work by Concessionaire and County.

J. Professional Errors and Omissions. Concessionaire must require its professional service providers to carry professional liability errors and omissions insurance in an amount of not less than THREE MILLION DOLLARS ($3,000,000) per claim/aggregate. Concessionaire must require its professional service providers to provide copies of all insurance certificates or insurance policies to County prior to the initiation of work on the project.

K. Subcontractors and Subconsultants. Concessionaire shall require its construction contractors to include all subcontractors and subconsultants as insured under its policies or will furnish separate certificates and endorsements for each subcontractor or subconsultant. All coverage for subcontractors and subconsultants will be subject to all of the same insurance requirements as stated herein for the construction contractor.

L. Insurance Coverage Type and Duration. Each insurance policy must be written on an "occurrence" form; except that insurance on a "claims made" form may be acceptable with prior approval by the King County Office of Risk Management. If coverage is approved and purchased on a "claims made" basis, Concessionaire warrants continuation of coverage, either through policy renewals or the purchase of an extended discovery period, for not less than three (3) years from the date of contract termination or expiration, and/or conversion from a "claims made" form to an "occurrence" coverage form.

M. Verification of Coverage. Concessionaire will furnish County with original certificates and a copy of the amendatory endorsements, including but not necessarily limited to the additional insured endorsement, evidencing the commercial general liability insurance of the construction contractor before commencement of the work. Before any exposure to loss may occur, Concessionaire will file with County a copy of the builder's risk insurance policy that includes all applicable conditions, exclusions, definitions, terms, and endorsements related to work under this Agreement.

N. Acceptability of Insurers. Unless otherwise approved by County, the following provisions apply exclusively during the Design and Construction Phase:

1. Insurance is to be placed with insurers with a Best's rating of no less than A:VIII, or, if not rated by Best's, with a rating in one of the two highest categories maintained by Standard & Poor's Rating Group and Moody's Investor Service.
2. If at any time any of the foregoing policies fail to meet the above minimum standards, then Concessionaire will, upon notice to that effect from King County, promptly obtain a new policy, and submit the same to County with certificates and endorsements, for approvals.
3. The required liability insurance policies (except Workers Compensation) are to be endorsed to:
   a. Name "King County, its officers, officials, agents and employees" as additional insured with respect to use of the Site as outlined in this Agreement (Form CG 2026 or its current equivalent); Coverage shall include premises operations and products-completed operations and shall extend for a period of three (3) years after project completion;
   b. Such coverage shall be primary and non-contributory insurance as respects King County;
   c. State that Concessionaire's or its contractor's insurance shall apply separately to each insured against whom claim is made or suit is brought except with respect to the limits of the insurer's liability;
   d. State that coverage shall not be suspended, voided, canceled, reduced in coverage or in limits except after forty-five (45) days prior written notice to King County.

O. Waiver of Subrogation. Concessionaire will cause its contractors and subcontractors and their insurance carriers to release and waive all rights of subrogation against King County during the Design and Construction Phase to the extent a loss is covered by property insurance in force. Except as otherwise provided in Section 14 of this Agreement, Concessionaire hereby releases from liability and waives all right of recovery against King County for any loss from perils insured against or under the respective fire insurance policies of its contractors, subcontractors, or any of them, including any extended coverage endorsements thereto; provided, that this provision shall be inapplicable if it would have the effect of invalidating any insurance coverage of Concessionaire or County.

P. Insurance Provisions Are Material Terms. By requiring such minimum insurance as described in this Section, County shall not be deemed or construed to have assessed the risks that may be applicable to Concessionaire under this Agreement. Concessionaire shall assess its own risks and, if it deems appropriate and/or prudent, maintain greater limits and/or broader coverage. Nothing contained within this Section shall be deemed to limit the scope, application, and/or limits of the coverage afforded by the policies specified herein, which coverage will apply to each insured to the full extent provided by the terms and conditions of the policies. Nothing contained within this Section shall effect and/or alter the application of any other provision contained within this Agreement. Failure by Concessionaire, ts employees,

contractors, and/or authorized representatives to comply with these insurance requirements shall constitute a material breach of this Agreement.

15. COUNTY IMPROVEMENTS TO THE PARK.
    A. Restroom. Prior to the date Concessionaire opens for business, the County shall install an on-site, ADA compliant restroom facility within five hundred (500) feet of the ADA accessible modular office operated by Concessionaire at the Facility. Concessionaire shall contribute TWENTY-FIVE THOUSAND DOLLARS ($25,000) towards the installation cost of the restroom facility. Concessionaire shall be under no obligation to make the contribution until Concessionaire has obtained all licenses and permits to operate the treetop adventure course and the County has issued final approval of all Plans, as specified in Section 14.B.

    B. Parking. Subject to the dollar limitation in this Section 15.B, prior to the date Concessionaire opens for business, the County shall improve parking at the Park for use by the Concessionaire's patrons, guests, employees, and authorized representatives to accommodate a minimum of thirty-five (35) gravel parking spaces for the Facility. If Concessionaire constructs a Youth-Oriented Adventure Course, the County will install an additional ten (10) gravel parking spaces upon completion of the Youth-Oriented Adventure Course. The total cost of all parking improvements by the County shall not exceed ONE HUNDRED THOUSAND DOLLARS ($100,000) during the Term.

16. SIGNS. No sign, advertisement, notice, or other lettering will be exhibited, inscribed, painted, or affixed by Concessionaire on any part of the Grounds or Facility without the prior written consent of the County, provided that such consent shall not be unreasonably withheld. County's consent shall not be required for course-related and directional signage necessary to operate the Facility that is pre-approved in advance by County for subsequent posting in the Park, Grounds, or Facility. If Concessionaire violates the provisions of this Section, County may remove the sign without any liability and may charge the expense incurred by such removal to Concessionaire provided, however, County shall give Concessionaire written notice of Concessionaire's violation and Concessionaire shall have forty-eight (48) hours after receiving said notice to comply with the terms of this Section. County shall be responsible for signage identifying the Facility at the Park entrance. All signs erected or installed by Concessionaire shall be subject to any federal, state or local statutes, ordinances or regulations applicable to signs.

    A. Interpretive Signage. In consultation with the County, Concessionaire shall produce and install interpretative signage for the Facility informing patrons, guests, employees, and authorized representativesabout the ecological value and cultural history of the Park.

17. MAINTENANCE.
    A. Duty to Maintain. Concessionaire shall throughout the Term of this Agreement, and without cost or expense to the County, keep and maintain the Facility and all improvements, fixtures, modular office and equipment which may now or hereafter exist thereon, in a neat, clean, and sanitary condition. The Concessionaire shall at all times preserve the Facility in good and safe repair. In addition, Concessionaire shall

conduct regular inspections of the Facility in accordance with subsection D below, to ensure that there are no defects or damage to the Facility and that it remains in good working order. Maintenance, inspection and repair of the Facility are the sole responsibility of the Concessionaire.

B. Reports. Concessionaire shall provide written reports of the maintenance and inspection of the Facility in compliance with this Section. If Concessionaire fails to provide written reports showing compliance or reports show noncompliance with the maintenance and inspection requirement of this Section, the County may suspend the Concessionaire's rights under this Agreement to operate the Facility until such repairs or maintenance are made by Concessionaire. The County shall notify the Concessionaire in writing of any suspension, except that the County may provide oral notice of suspension in the case of a potential for immediate injury or damage to County property.

C. Reserved.

D. Annual Inspections. Concessionaire shall, on an annual basis, engage an ACCT certified professional and a Washington State certified arborist to conduct thorough and complete inspections of the Facility, and provide proof of the annual inspections and proof that the Facility remains in good working order and safe for the intended use. Concessionaire shall provide reports and copies of such reports to the County. Annual inspections are the sole responsibility of the Concessionaire.

E. Restrooms. County reserves the right to require Concessionaire to provide additional portable restrooms based on Facility attendance. Portable restrooms may not block any Park signs, roads, paths or trails.

F. Janitorial Service. Concessionaire shall not cause any unnecessary labor by the County by reason of Concessionaire's carelessness or indifference in the preservation of good order and cleanliness of the Grounds, Common Area or the Facility. Concessionaire will provide all necessary cleaning products for operation of the Facility.

G. Trash and Waste. County shall provide all trash containers necessary for Concessionaire's operation. Concessionaire and its employees shall collect trash, litter, and waste created by its business daily, and dispose of the same in a covered and secured dumpster that shall be maintained by the County. Concessionaire shall assist with waste removal in the Park by picking up trash within the Common Area, as defined in Section 4.

H. Pest Extermination. Concessionaire may use and apply pesticides on installed Facility related infrastructure and Facility buildings, provided, that Concessionaire shall comply with all King County, Federal, State and local laws, rules and regulations regarding pesticides. Concessionaire shall consult County, and County's prior approval shall be required before Concessionaire may utilize termite or pest extermination services on trees or landscaping in the Park.

I. Time of Repairs and Maintenance. Concessionaire shall carry out Concessionaire's permitted repair, maintenance, alterations, and improvements on the Grounds and Facility in a manner which will not interfere with the rights of other users of the Park, including, but not limited to, the County's employees.

J. Volunteer Projects. Concessionaire shall conduct volunteer projects to remove invasive species and restore native plants in the Park. Concessionaire shall schedule and coordinate such projects under the direction of the Parks Division's Volunteer Coordinator and the County's Liaison.

18. CONCESSIONAIRE'S OPERATING HOURS.

A. Facility Operating Hours. Concessionaire shall be open for business at times mutually agreed upon by the Parties, as set forth in **Exhibit D** attached to this Agreement. Concessionaire will be allowed into the Grounds for set-up not less than thirty (30) minutes prior to Park's operating hours and will be allowed to remain on the Grounds for closing and clean-up of the Facility not less than thirty (30) minutes after Park's operating hours. Concessionaire operating hours shall be posted on or adjacent to the Facility. Concessionaire shall secure the high ropes adventure course by appropriate means from third party damage or interference when not being used by Concessionaire. Upon close of business each day, Concessionaire shall ensure that Facility doors, ladders, ropes, elevated elements, are closed, locked, or otherwise secured before leaving the Grounds, and shall further ensure that all water faucets, electrical appliances and equipment are entirely shut off before Concessionaire or Concessionaire's employees leave the Facility. Concessionaire shall be solely responsible for any damage to the Facility, Grounds or Park caused by a failure to comply with this subsection.

B. Special Events. "Special Events" shall mean those events in the Park that either require a Special Use Agreement or are permitted by existing contractual agreements between the County and third parties. During Special Events, Concessionaire shall be open for business as negotiated with the County's Liaison. Concessionaire will be allowed into the Park for set-up one (1) hour before a Special Event starting time and will be allowed to stay in the Park for closing and clean-up of the Facility not less than one (1) hour after the conclusion of such Special Event, unless other arrangements have been make with the County's Liaison. Notwithstanding anything contained in this Agreement to the contrary, County shall not schedule Special Events that impair Concessionaire's ability to operate the Facility more than twice a year.

C. County Authority to Set Park Operating Hours and Close Park. Notwithstanding any other provision of this Agreement, County reserves the right to decide, in its sole discretion, the Park's operating hours. Concessionaire shall adjust its hours of operation accordingly and the County shall not be liable for damages to Concessionaire, its employees or agents as a result of any change in the Park's operating hours. County shall issue an annual schedule of operations for the Park and shall provide that schedule to Concessionaire thirty (30) days before the start of the subject year. The County shall make reasonable efforts to give Concessionaire sixty (60) days' notice of any change to the then-current schedule. Notwithstanding anything contained herein to the contrary, County shall use reasonable efforts to keep the Park open so that Concessionaire may be open for business for a minimum of eight (8) hours a day during non-peak and holidays and a minimum of ten (10) hours a day during the months of June, July and August.

The County reserves and retains the right to close the Park or any portion thereof immediately in case of an emergency. In the event of any such emergency, County

will use its best efforts to open the Park or any such portion thereof that was closed as soon as reasonably practicable. The County shall not be liable for damages to Concessionaire, its employees or agents as a result of such closure.

19. OPERATION OF FACILITY. Concessionaire shall keep the Facility open and use the Facility to transact business with the public in accordance with Section 18 and **Exhibit D, except when weather and lack of demand causes a burden on the Concessionaire to remain open**. Subject to the prior written approval of the County, the Concessionaire may close the Facility or any portion thereof for a reasonable period for repairs or remodeling, for taking inventory, or to accommodate the construction by the County of public improvements, provided that a written notice of such impending closure is posted by Concessionaire in a conspicuous place at the Facility for at least one (1) week immediately prior to the closure date. Concessionaire may close the Facility or any portion thereof for a reasonable period in an emergency without the approval of the County. County reserves the right, without assuming liability or duty of care, to close the Facility or any portion thereof for a reasonable period in an emergency, or in the case of an event which would cause imminent harm to a person, without the approval of Concessionaire.

    A. Community Outreach and Education. Concessionaire shall: (1) endeavor in good faith to secure third-party partner(s) to provide outdoor and environmental education curricula for youth at the Facility, and offer discounted Facility access to underserved youth groups during the summer months; and (2) provide annually five-hundred (500) complimentary treetop adventure experiences to underserved community groups and not-for-profit organizations located within King County.

20. ACCESS TO FACILITY DURING NON-OPERATING HOURS. During hours the Park is not open to the public, the County may refuse the Concessionaire, its authorized representatives or employees access to the Facility unless it is an emergency or the person seeking access has received permission to enter from the County or its Liaison. The County shall in no case be liable for damages with regard to the admission to or exclusion from the Facility of any person. In case of invasion, mob, riot, public excitement, or other commotion or any structural damage from any cause whatsoever, the County reserves the right to prevent access to all or part of the Park, the Grounds, the Common Area, or the Facility, in its sole discretion, in order to protect the public health, safety, or welfare. However, nothing in this Agreement shall obligate the County to provide security or to protect the Facility or its contents at any time, or to monitor access to it.

21. CONCESSIONAIRE'S CONDUCT

    A. Standards. Concessionaire recognizes that, although it is operating its business as an independent operator for profit, the County is a provider of park and recreation facilities for the use and enjoyment of the general public. The Concessionaire, its authorized representatives and employees will devote their efforts toward rendering courteous service to the public as though they were employees of the County, with a view of enhancing the enjoyment of the patrons, guests, employees, and authorized representatives of this recreational facility.

    Concessionaire shall operate and conduct services at the Facility in a safe, environmentally sound, and businesslike manner, and will not permit any acts or

conduct on the part of the Concessionaire's employees that would be detrimental to the County's operation of the Park. Concessionaire's employees shall be persons of good moral character and shall be neat and clean in appearance.

B. Emergency Information. Concessionaire must provide the County with names and telephone numbers to contact in case of emergency. Concessionaire must fill out an emergency information sheet and return it to the County's Liaison. The completed emergency information form shall be incorporated into this Agreement as **Exhibit E**.

C. Access. The Park's exits, entrances, pathways, trails, and roads shall not be obstructed by the Concessionaire or used by them for any purpose other than for ingress to and egress from the Facility during business hours. This includes obstructing entrances, exits, and pathways with furniture, trash or deliveries that could be construed as unsightly or unsafe.

D. Locks and Keys. To provide the Fire Department access to the Facility in case of an emergency, Concessionaire will provide, at its sole expense, a spare key in a Knox Box mounted next to the side entry door on the outside wall of the ADA accessible modular office.

E. Deliveries and Moving Materials within Facility. Concessionaire's initial move in and subsequent deliveries of bulky items, such as furniture, safes and similar items, unless otherwise agreed in writing by the County, will be made at times with the least impact on Park users. No deliveries shall be made which impede or interfere with other Park users. Concessionaire shall be solely liable for any and all damage resulting from the above activities. County and Concessionaire will mutually agree on designating a restricted loading zone for delivery truck access to the Facility.

F. Unapproved Equipment. Concessionaire shall not install, operate or maintain, in, on or around the Grounds or Facility, any electrical equipment which does not pass a State Electrical Inspection, or which would overload the electrical system or any part thereof beyond its capacity for proper, efficient and safe operation, taking into consideration the overall electrical system and the present and future requirements for the Facility. Concessionaire shall not furnish any cooling or heating to the Facility, including, without limitation, the use of any electronic or gas heating devices, fans or space heaters, without the County's prior written approval.

G. Fire Regulations. Concessionaire will comply with all applicable fire regulations. Concessionaire also shall provide the County with the name(s) of a designated responsible employee to represent Concessionaire in all matters pertaining to fire regulations. Concessionaire shall supply and have easily accessible at least one (1) fully charged fire extinguisher at the Facility, or as may otherwise be required by applicable fire codes, laws, and regulations.

H. Health Regulations. Concessionaire will comply with all applicable Federal, State, County and local health and sanitation regulations. Further, the Concessionaire shall fully comply with the Code of the King County Board of Health, Title 5 and Title R5, including any requirement to obtain a valid permit to operate a food-service establishment issued to such person by Public Health Seattle & King County and the requirement to submit properly prepared plans and specifications to Public Health Seattle & King County for its plan approval. Concessionaire is solely responsible for

determining the applicable regulatory requirements and maintaining compliance. Concessionaire shall provide King County a copy of all required Health Permits before the Concessionaire begins operations.

I. Nuisance. Concessionaire shall not use, keep or permit to be used or kept any noxious gas or substance at the Facility, or permit the Facility to be occupied or used in a manner that is offensive or objectionable to the County or other occupants of the Park by reason of noise, odors and/or vibrations, or interfere in any way with other concessionaires or those having business at the Facility, the Common Area, the Grounds, or the Park. Concessionaire shall not make or permit to be made any disturbing noises or disturb or interfere with Park users , provided however, subject to a prior written request to and approval by the County, on special occasions the Concessionaire may use sound amplication, limited to music. The County may withdraw its approval at any time and at its sole discretion.

J. Communication Service. Concessionaire understands and agrees that broadband service may not be available in the vicinity of the Park. Concessionaire is solely responsible for securing the requisite broadband, phone, or internet service(s) necessary to operate the Facility.

K. Non-Smoking Facility. The Park is a non-smoking, tobacco-free facility. Concessionaire shall prohibit smoking and use of tobacco products and/or E-cigarettes in the entirety of the Facility.

L. Concessionaire Advertising. Concessionaire may use the name of the Park in connection with or in promotion or advertising the business of Concessionaire. Flyers, brochures, and other materials promoting Concessionaire's business will be allowed at the Park with prior approval from the County's Liaison, which approval shall not be unreasonably withheld, conditioned or delayed. Advertising in the interior of the Facility by the Concessionaire is allowed subject to review and approval by the County's Liaison.

M. Soliciting. Concessionaire shall not canvass Park users, or solicit business, or distribute handbills or any other written material in the Park, and peddling in the Facility or on the Grounds is prohibited, without the prior written approval from the County.

N. Disorderly Conduct. The County reserves the right to exclude or expel from the Park any person who, in the judgment of the County, is intoxicated or under the influence of liquor or drugs, or who shall in any manner do any act in violation of any of the rules and regulations of the Park.

O. Reserved

P. Concessionaire's Compliance. Concessionaire shall be responsible for the observance of all of the foregoing conditions by Concessionaire's authorized representatives and employees.

22. LIAISONS. A representative of the Director of the King County Parks and Recreation Division ("County Liaison") shall represent the County and a representative from Concessionaire ("Concessionaire Liaison") shall represent Concessionaire on all matters

related to this Agreement. Each Liaison may designate an operational contact for purposes of day-to-day scheduling and working arrangements.

County Liaison is:
Ryan Dotson, Business Development Manager
201 South Jackson Street, Suite 700
Seattle, WA 98104-3855
206-477-4562 or ryan.dotson@kingcounty.gov

Concessionaire Liaison is:
Jennifer D'Agostino, Director
Go Ape Cougar-Squak LLC
241 East 4th Street, Suite 105
Frederick, MD 21701
301-325-5464 or jenny@goape.com

23. PLANNING AND OPERATIONAL MEETINGS. County's Liaison shall be authorized to speak on its behalf with respect to the operation, improvement, planning and development of the Facility, Grounds, or Common Area. County's Liaison or designee shall meet with the Concessionaire's Liaison, at minimum, annually or as otherwise agreed, to exchange, review and discuss policies, plans, levels of scheduled use and operation procedures for the Facility.

24. INDEMNITIES AND HOLD HARMLESS.

A. Concessionaire agrees to indemnify and hold County harmless as provided herein to the maximum extent possible under law. Accordingly, Concessionaire agrees for itself, its successors, and assigns, to defend, indemnify, and hold harmless County, its appointed and elected officials, and employees from and against liability for all claims, demands, suits, and judgments, including costs of defense thereof for injury to persons, death, or property damage which is caused by, arises out of, or is incidental to Concessionaire's exercise of rights and privileges granted by this Agreement, except to the extent of the County's sole negligence. Concessionaire's obligations under this subsection shall include:

1. The duty to promptly accept tender of defense and provide defense to County at Concessionaire's own expense;
2. Indemnification of claims made by the Concessionaire's own employees or agents; and,
3. Concessionaire expressly and specifically waives Concessionaire's immunity under the industrial insurance provisions of Title 51 RCW but only to the extent necessary to fully indemnify County, which waiver has been mutually negotiated by the Parties.

B. In the event it is necessary for County to incur attorney's fees, legal expenses or other costs to enforce the provisions of this Section, all such fees, expenses and costs shall be recoverable from Concessionaire.

C. In the event it is determined that RCW 4.24.115 applies to this Agreement, Concessionaire agrees to defend, hold harmless, and indemnify County to the

maximum extent permitted thereunder, and specifically for its negligence concurrent with that of the County to the full extent of Concessionaire's negligence.

D. A hold harmless provision to protect King County similar to this provision shall be included in all contracts entered into by Concessionaire in conjunction with this Agreement and Concessionaire shall require its contractors to include a hold harmless provision to protect King County similar to this Section 24 in subcontracts for service provided relating to the Concessionaire's rights and obigations under this Agreement.

25. PROPERTY INSURANCE. Concessionaire will carry fire and extended coverage insurance with business interruption endorsement in an amount equal to the full replacement value of all improvements (Facility, its subsequent improvements, and Concessionaire's personal property located on the Grounds) and six (6) months rental interruption. The policy shall include County as an insured. A current certificate of insurance must be on file with County. County will not carry insurance on the Facility or Concessionaire's personal property. Such policy shall contain a Waiver of Subrogation clause in favor of the County.

26. LIABILITY INSURANCE REQUIREMENTS. By the date of execution of this Agreement, the Concessionaire shall procure and maintain for the duration of this Agreement, insurance against claims for injuries to persons or damages to property which may arise from, or in connection with, the exercise of the rights and privileges granted by this Agreement, by the Concessionaire, its agents, assignees, representatives, employees, or contractors. The cost of such insurance shall be paid solely by the Concessionaire, and not by the County.

A. Commercial General Liability. Concessionaire shall obtain commercial general liability insurance against claims for injuries to persons or damages to property that may arise from or in connection with the Concessionaire's use of the Facility at the Park. General liability insurance shall be as broad as that provided by Commercial General Liability "occurrence" form CG 00 01 (current edition). The insurance limits shall be no less than FIVE MILLION DOLLARS ($5,000,000) combined single limit per occurrence and FIVE MILLION DOLLARS ($5,000,000) in the aggregate for bodily injury and property damage. This limit can be met by a combination of General Liability and Umbrella polies.

B. Automobile Liability. Insurance Services form number CA 00 01 (current edition). The Limit of Liability shall be no less than ONE MILLION DOLLARS ($1,000,000) per occurrence.

C. Workers Compensation/Stop Gap. If Concessionaire has employees, Concessionaire shall provide Statutory Workers Compensation coverage and Stop Gap Liability for a limit no less than FIVE MILLION DOLLARS ($5,000,000). This limit can be met by a combination of General Liability and Umbrella polies.

D. Endorsements. The required insurance policy(ies) (except Workers Compensation) is/are to be **endorsed to**:

1. Name King County, its officers, officials, employees and agents as additional insureds; Additional insured status shall include both premises operations and

products-completed operations and extend for a period of three (3) years after agreement termination.

2. State that Concessionaire and/or subcontractors insurance shall apply separately to each insured against whom claim is made or suit is brought except with respect to the limits of the insurer's liability;
3. State that coverage shall not be suspended, voided, canceled, reduced in coverage or limits except after forty-five (45) days prior written notice to the County; and
4. State that coverage (General Liability, Auto and Liquor Legal) shall be primary and non-contributory as to the County.

E. Other Insurance Requirements. Concessionaire's insurance provider must be licensed to do business in the State of Washington and have a Best's rating of A:VIII or better. Deductible or self-insured retention levels must be declared to and approved by the County. The deductible and/or self-insured retention of the policies shall not limit or apply to Concessionaire's liability to the County and shall be the sole responsibility of the Concessionaire. If at any time, of the foregoing policies shall be or become unsatisfactory to the County, as to form or substance, or if a company issuing any such policy shall be or become unsatisfactory to the County, the Concessionaire shall, upon notice to that effect from the County, promptly obtain a new policy, and shall submit the same to the County, with the appropriate certificates and endorsements for approval.

F. Proof of Valid Insurance. Current, valid Certificates of Insurance and required policy endorsements shall be provided to the County on or before the date that Concessionaire executes this Agreement and a current certificate and endorsements shall be provided each policy year. Certificate(s) of insurance and endorsement(s) shall be attached to this Agreement as **Exhibit F**. Upon written request of the County at any time during the Term or any extension of it, Concessionaire shall provide a duplicate of the policy as evidence of insurance protection.

G. Insurance Provisions Material. Concessionaire understands, acknowledges, and agrees that the insurance provisions of this Section are material, and that if Concessionaire fails to comply with any of them, then the County may terminate this Agreement pursuant to and consistent with Section 28 herein.

27. MUTUAL RELEASE AND WAIVER. To the extent a loss is covered by property insurance in force, the County and Concessionaire hereby mutually release each other from liability and waive all right of recovery against each other for any loss from perils insured against under their respective fire insurance policies, including any extended coverage endorsements hereto; provided that this provision shall be inapplicable if it would have the effect of invalidating any insurance coverage of the County or the Concessionaire.

28. TERMINATION.

A. Convenience. This Agreement may not be terminated under this subsection before the third (3rd) anniversary of the date that Concessionaire opens for business at the Facility. Thereafter, the County may terminate this Concession Agreement due to closure of the Park or transfer of the Park, or for any reason the County determines

appropriate in its sole discretion. In the event that the County terminates this Agreement, Concessionaire shall be entitled to reasonable compensation from King County for capital improvements made by Concessionaire to the Park with due regard for the funds invested by Concessionaire and the length of time Concessionaire has had use of the Facility. Consistent with Section 32 of this Agreement, if the Parties cannot agree on the amount of compensation due, then the Parties shall attempt to resolve the dispute through non-binding mediation before commencing litigation regarding the amount of compensation due. In the event County terminates this Agreement pursuant to this subsection, County shall give Concessionaire one hundred and eighty (180) days' prior written notice of termination of this Agreement.

B. Default. If either Party breaches this Agreement, then the other Party may initiate termination of this Agreement by delivering a notice of intent to terminate to the defaulting Party. Except as otherwise provided herein, if the basis for termination is a failure to perform that can be cured, the termination shall not take effect so long as the defaulting party either (1) cures the default within thirty (30) days of service of the notice of intent to terminate, or (2) provides the terminating Party within said thirty (30) day period a detailed written action plan to cure the default within sixty (60) days of service of the termination notice and then cures the default within said sixty (60) day period ("Cure Period"). Unless the default is remedied during the Cure Period, the Party that issued the notice of intent to terminate may terminate this Agreement by delivering a termination notice to the defaulting party, and this Agreement shall terminate on the date set forth in the termination notice. No Cure Period shall be provided in the event the Concessionaire commits fraud, files for bankruptcy, or when protection of the public's health, welfare or safety requires immediate termination by the County.

C. 1. Required Approvals. In the event that Concessionaire is unable to obtain the licenses, permits or consents required to construct and operate the Facility within eighteen (18) months of the Effective Date, either Party may terminate this Agreement, and the Security Deposit and all money paid in advance by the Concessionaire to the Parks and Recreation Division shall be returned, and Concessionaire shall have no further liability hereunder.

2. Concessionaire Termination. If Concessionaire determines that it cannot reasonably continue to operate the Facility, Concessionaire may terminate this Agreement after giving King County one hundred and eighty (180) days' advance written notice of termination.

D. Appropriation. County funding in support of this Agreement beyond the 2015-2016 biennium is conditioned upon appropriation by the County Council of sufficient funds to undertake the activities described in this Agreement. The sufficiency of any such appropriation shall be determined by the County in its sole discretion. Should such an appropriation not be approved, this Agreement shall terminate at the close of the current appropriation biennium.

E. Concessionaire's Waiver of Rights Upon Termination by County. Concessionaire hereby expressly waives the right to claim or recover against the County and/or any official, employee, or representative thereof for any damages whatsoever incurred due to termination by the County except as provided in Section 28.A.

29. SURRENDER OF GROUNDS; REMOVAL OF FACILITY. At the expiration or earlier termination of this Agreement, Concessionaire shall promptly surrender possession of the Grounds to the County. The Grounds shall be surrendered to the County in as good a condition as on the date the Concessionaire took possession, except for the effects of reasonable wear and tear, alteration and repairs made with approval of the County, or property damage by fire or other perils insured in contracts or polices as required herein.

    No later than sixty (60) days after expiration or termination of this Agreement, and except for those on-ground improvements and alterations the County elects to assume ownership under subsection 14.F , Concessionaire shall remove from the Grounds, together with any and all other materials, equipment, goods, and effects belonging to the Concessionaire and/or its employees (collectively "Personal Property"). Before removing the Facility the Concessionaire will give the County first right of refusal to purchase those portions of the Facility not covered by Section 14.F for a price determined by an agreed upon appraiser. If the Concessionaire fails to remove the Facility or other Personal Property by the above-stated date, and in addition to funds available under the Security Deposit, the County shall have the right to remove, store, sell, and/or destroy such property at the sole expense of the Concessionaire and shall have a lien thereon for the cost incurred, which lien may be enforced by sale upon thirty (30) days' written notice.

30. DEFAULTS AND RE-ENTRY. If the County terminates this Agreement based on Concessionaire's default pursuant to Section 28.B, and the Concessionaire fails to timely remove the Facility and/or other Personal Property as set forth in Section 29, above, then the County may re-enter the Facility using such methods as may be required. Notwithstanding such re-entry by the County, Concessionaire shall remain liable for the Term year Annual Minimum contract fee as provided herein. Concessionaire further covenants and agrees to make good to the County any deficiency arising from a re-entry and re-use of the Facility by another Concessionaire at a lesser contract fee than agreed to herein. The Concessionaire shall pay such deficiency each month as the amount thereof is ascertained by the County. If it becomes reasonably necessary to make any changes, alterations, or additions to the Facility or any part thereof for the purpose of re-using said Facility or any part thereof, Concessionaire shall also be responsible for such cost, PROVIDED, that Concessionaire's total liability under this Section shall not exceed an amount equal to one-half of the Annual Minimum for the Term year. In no event shall the County seek to accelerate payment of the contract fee upon Concessionaire's default.

31. ADVANCES BY THE COUNTY FOR CONCESSIONAIRE. If Concessionaire fails to pay any fees or perform any of its obligations under this Agreement other than payment of contract fee, the County will mail notice to Concessionaire of its failure to pay or perform. Thirty (30) days after mailing notice, if Concessionaire's obligation remains unpaid or unperformed, the County may, in its sole discretion, pay or perform these obligations at Concessionaire's expense. Upon written notification to Concessionaire of any costs incurred by the County under this Section, Concessionaire will reimburse the County within twenty (20) days.

32. DISPUTE RESOLUTION. Before either Party initiates litigation or other legal proceeding against the other, (1) the Parties will attempt in good faith to resolve through negotiations any dispute, claim or controversy arising out of or relating to this Agreement, and (2) if the claiming Party deems such negotiations unsuccessful, the Parties shall attempt to resolve the dispute, claim or controversy through non-binding mediation.

33. ACCESS AND BUSINESS INTERRUPTION. County reserves the right to enter the Facility to repair or install utilities or improvements associated with the other portions and uses of the Grounds, Common Area or Park. The County also reserves the right to limit the public's access to the Facility, Grounds, Common Area or Park in exercise of its police powers or other legal authority or to allow uses of them that may impede public access to the Common Area. Concessionaire shall not be entitled to any damages from business interruption caused by these activities of the County. However, County will consider requests for temporary reduction in the contract fee.

34. TOTAL OR PARTIAL DESTRUCTION OF FACILITY. If at any time during the term of this Agreement the Facility or any improvements to the Facility subsequently constructed by the Concessionaire are totally or partially destroyed, the Concessionaire shall have the obligation to reconstruct such facilities to their original condition within twelve (12) months after their destruction. County shall not be responsible for any damages suffered by Concessionaire due to the total or partial destruction of the Facility and the Concessionaire shall not be relieved of its obligation to pay the applicable contract fee or reimburse the County for advances made by it.

35. INSPECTION. County reserves the right to inspect the Facility and areas within the Common Area to which the Concessionaire shall have exclusive use under Section 5 at any and all reasonable times throughout the term of this Agreement, provided that County shall not interfere unduly with Concessionaire's operations and that County gives twenty-four (24) hours' notice, except in emergencies when no notice is needed. The right of inspection reserved to County hereunder shall impose no obligation on County to make inspections to ascertain the condition of the Facility, and shall impose no liability upon County for failure to make such inspections.

36. NO LIENS. It is understood and agreed that this Agreement is executed and delivered upon the express condition that Concessionaire will not and cannot contract any debt or debts for labor, materials, services, or otherwise which will or may become a lien against County's interest in the Facility, Grounds, Common Area, or Park, and County hereby denies to Concessionaire any right, power, or authority to do any act, or contract any obligation or liability which would in any way subject those interests of County to any lien, claim, or demand whatsoever.

37. ASSIGNMENT. Concessionaire shall not assign any of its rights under this Agreement without the prior written consent of County, which consent shall not be unreasonably withheld, conditioned or delayed. County will have the right to sell or otherwise transfer or dispose of the Park, or to assign this Agreement or any interest of County hereunder, provided that in the event of sale or transfer of the Park, County will arrange for the purchaser or transferee to assume the Agreement and the County's obligations hereunder.

County will not otherwise assign this Agreement or any interest of County hereunder unless the assignee or purchaser agrees to assume County's obligations hereunder.

38. COMPLIANCE WITH APPLICABLE LAW. In constructing, outfitting, and operating the Facility, Concessionaire shall comply with all applicable laws, ordinances and regulations from any and all authorities having jurisdiction including, to the extent applicable, those related to "public works," payment of prevailing wages and competitive bidding of contracts. Concessionaire specifically agrees to comply and pay all costs associated with achieving such compliance without notice from the County, and further agrees that the County does not waive this Section by giving notice of demand for compliance in any instance. The Concessionaire shall indemnify and defend King County should the County be sued or made the subject of an administrative investigation or hearing for a violation of such laws related to this Agreement.

39. KING COUNTY PARKS AND RULES AND REGULATIONS. Concessionaire shall comply with the rules and regulations of the King County Parks and Recreation Division and with any such rules and regulations which may hereafter be made. If there is any question regarding the interpretation of any King County Parks rule or regulation, the County's interpretation shall be controlling.

40. HAZARDOUS MATERIALS AND ENVIRONMENTAL COMPLIANCE. Concessionaire shall not, without first obtaining the County's written approval, apply, store, deposit, transport, release or dispose of any hazardous substances, petroleum products, sewage, medicinal, bacteriological, or toxic materials, or pollutants, on the Facility, Common Area, Grounds or Park. All approved application, storage, deposit, transportation, release and disposal shall be done safely and in compliance with applicable laws. Concessionaire shall be fully and completely liable for any and all cleanup costs, and any and all other charges, fees, penalties, or orders, civil or criminal, imposed by any authority with respect to Concessionaire's use, disposal, transportation, generation, release, handling, spillage, storage, treatment, deposit and/or sale of hazardous substances on or about the Facility, Grounds or Park. Concessionaire promises to fully reimburse the County for any expenses, costs or fees it may incur if Concessionaire fails to comply with the terms and conditions of this Section. Concessionaire agrees for itself, its successors, and assigns to defend, indemnify and hold harmless the County, its appointed and elected officials, and employees from and against liability for any costs or claims in accordance with Section 24.

41. NONDISCRIMINATION IN EMPLOYMENT PROVISION OF SERVICES. KCC Chapters 12.16, 12.17, and 12.18 are incorporated by reference as if fully set forth herein and such requirements apply to this Agreement. Pursuant to KCC Chapter 12.16, during the performance of this Agreement, neither the Concessionaire nor any party subcontracting under the authority of this Agreement shall discriminate or tolerate harassment on the basis of race, color, sex, religion, national origin, marital status, sexual orientation, gender identity or expression, the presence of any sensory, mental, or physical disability, or age except by minimum age and retirement provisions, in the employment or application for employment or in the administration or delivery of services or any other benefits under this Agreement.

42. NONDISCRIMINATION IN SUBCONTRACTING PRACTICES. Pursuant to KCC Chapter 12.17, during the solicitation, award and term of this Agreement, the Concessionaire shall not create barriers to open and fair opportunities to participate in County contracts or to obtain or compete for contracts and subcontracts as sources of supplies, equipment, construction or services. In considering offers from and doing business with subcontractors or suppliers, the Concessionaire shall not discriminate against any person on the basis of race, color, age, gender, marital status, sexual orientation, religion, ancestry, national origin or the presence of any mental or physical disability in an otherwise qualified disabled person.

43. FAIR EMPLOYMENT PRACTICES. Pursuant to KCC Chapter 12.18, during the performance of this Agreement, neither the Concessionaire nor any party subcontracting under the authority of this Agreement shall engage in unfair employment practices.

44. COMPLIANCE WITH LAWS AND REGULATIONS. The Concessionaire shall comply fully with all other applicable federal, state and local laws, ordinances, executive orders and regulations that prohibit discrimination. These laws include, but are not limited to, Chapter 49.60 RCW, Titles VI and VII of the Civil Rights Act of 1964, the Americans with Disabilities Act, and the Restoration Act of 1987.

45. SANCTIONS FOR VIOLATIONS. Any violation of the mandatory requirements of the provisions of Sections 41 through 44 shall be a material breach of this Agreement for which the Concessionaire may be subject to damages and any other sanctions provided for by the Agreement and by applicable law.

46. SECTION 504 AND AMERICANS WITH DISABILITIES WITH DISABILITIES ACT. If required by Federal or State law, the Concessionaire shall complete a 504/ADA Self-Evaluation Questionnaire for all programs and services offered by the Concessionaire (including any services not subject to this Agreement) and shall evaluate its services, programs and employment practices for compliance with Section 504 of the Rehabilitation Act of 1973, as amended ("504") and the ADA. Concessionaire shall complete a 504/ADA Assurance of Compliance, and corrective action plan as needed for structural, programmatic, and/or service changes necessary at each of its Facility within the State of Washington to comply with 504 and the ADA.

47. INDEMNIFICATION FOR NONDISCRIMINATION VIOLATIONS. See Section 24.

48. NON-COMPETITION. During the Term of this Agreement, County will authorize no other party to provide similar services offered by Concessionaire within the Park.

49. HEIRS, AGENTS, AND ASSIGNS. Without limiting any provisions of this Agreement pertaining to assignment, the County and Concessionaire agree that the provisions of this Agreement are intended to bind their heirs, successors, agents and assigns.

50. CAPTIONS. The captions in this Agreement are for convenience only and do not in any way limit or amplify the provisions of this Agreement.

51. EVERY PROVISION IS MATERIAL. Each term of this Agreement is material. A breach by Concessionaire of any one of the terms of this Agreement shall be considered to be a material breach of the entire Agreement and shall be grounds for County to terminate the entire Agreement.

52. TIME IS OF THE ESSENCE. Time is of the essence of this Agreement, and in the event of the failure of Concessionaire to pay any charges at the time in the manner herein specified, or to keep any of the covenants or agreements herein set forth, Concessionaire shall be in default.

53. CUMULATIVE REMEDIES. No provision of this Agreement precludes County from pursuing any other remedies for Concessionaire's failure to perform his obligations.

54. ATTORNEY'S FEES/COLLECTION CHARGES. In the event legal action other than non-binding mediation under Section 32 is brought by either party to enforce any of the terms, conditions, or provisions of this Agreement, the prevailing party shall recover against the other Party in addition to the costs allowed by law, such sum as the court may adjudge to be a reasonable attorney's fee.

55. HOLDING OVER. If Concessionaire holds over after the expiration or earlier termination of the Agreement’s term without the express written consent of County, then Concessionaire shall become a Concessionaire at sufferance only, at a contract fee rate equal to one hundred-fifty percent (150%) of the contract fee in effect upon the date of such expiration (prorated on a daily basis), and otherwise subject to the terms, covenants, and conditions herein specified so far as applicable. Acceptance by County of contract fee after such expiration or earlier termination shall not result in a renewal of this Agreement, nor affect County's right of re-entry or any rights of County hereunder or as otherwise provided by law. If Concessionaire fails to timely remove the Facility upon the expiration of this Agreement despite demand to do so by County, Concessionaire shall indemnify and hold County harmless from all loss or liability including, without limitation, any claim made by any succeeding concessionaire founded on or resulting from the Concessionaire’s failure to surrender, and together with interest, attorney's fees, and costs.

56. POWERS OF THE COUNTY. Nothing contained in this Agreement shall be considered to diminish the governmental or police powers of the County.

57. IMPOSSIBILITY. The Parties shall not be responsible for their failure to perform their obligations described herein if County’s performance is rendered impossible or impracticable due to strikes, walk-outs, acts of God, inability to obtain labor, materials, or services, government restrictions, enemy action, civil commotion, fire, unavoidable casualty, or similar causes beyond the control of the Parties. Furthermore, County shall not be responsible for any damages arising from its failure to provide Concessionaire access to or use of the Facility available for Concessionaire’s use where such performance is rendered impossible or impracticable due to County’s closure of the Park, Grounds or Facility to the public or transfer of the Park or a portion thereof, except the Concessionaire

may be entitled to a contract fee reduction during such period in accordance with Section 33.

58. SEVERABILITY. If any term or provision of this Agreement or the application of any term or provision to any person or circumstance is invalid or unenforceable, the remainder of this Agreement, or the application of the term or provision to persons or circumstances other than those as to which it is held invalid or unenforceable, shall not be affected and will continue in full force.

59. NON-WAIVER. Waiver of any breach of any term or condition of this Agreement shall not be deemed a waiver of any prior or subsequent breach. No term or condition of this Agreement shall be waived, modified or deleted except by an instrument, in writing, signed in advance by the Parties.

60. NO PARTNERSHIP. Nothing contained herein shall make, or be deemed to make, County and Concessionaire a partner of one another, and this Agreement shall not be construed as creating a partnership or joint venture.

61. NO THIRD-PARTY BENEFICIARIES. Nothing in this Agreement shall create, or be deemed to create, any legal right, obligation, or cause of action in any person or entity not a party to it.

62. AGREEMENT LIMITATIONS. It is understood and agreed that this Agreement only grants a concession agreement, and not a lease. This Agreement shall only confer permission to occupy and use the Facility as described in this Agreement. Concessionaire's expenditure of capital and/or labor in the course of use and occupancy shall not confer any interest or estate in the Facility or Park by virtue of said use, occupancy and/or expenditure of money thereon. The sole privilege granted from County to Concessionaire is a personal and revocable privilege of use in the Facility for the concession described herein.

63. PUBLIC DISCLOSURE OF AGREEMENT. This Agreement shall be considered a public document and will be available for inspection and copying by the public. If Concessionaire considers any portion of documents delivered to County to be protected under law, Concessionaire shall clearly identify each such portion with words such as "CONFIDENTIAL," "PROPRIETARY" or "BUSINESS SECRET." If a request is made for disclosure of portions so marked, the County will notify the Concessionaire and of the date that the County will disclose such marked portions, which shall not be less than ten (10) days from the date of such notice unless, pursuant to RCW 42.56.540 the Concessionaire obtains a court order directing the County to withhold such marked portions.

If Concessionaire fails or neglects to take such action within said period, County will release the portions of the Agreement deemed subject to disclosure. By entering into this Agreement, Concessionaire agrees to the procedure outlined in this Section and shall have no claim against County on account of actions taken under such procedure. While Concessionaire's failure to specifically identify portions of documents as

"CONFIDENTIAL," "PROPRIETARY" or "BUSINESS SECRET" may not diminish Concessionaire's proprietary rights in its trade secrets and other confidential information identified in those documents, the County will not be liable to Concessionaire for releasing such unmarked documents pursuant to a disclosure request.

64. ENTIRE AGREEMENT; AMENDMENTS. This printed Agreement together with the attached exhibits expressly incorporated herein by reference and attached hereto shall constitute the whole Agreement between the Parties. There are no terms, obligations, covenants or conditions other than those contained herein. No modification or amendment of this Agreement shall be valid or effective unless evidenced by an Agreement in writing signed by the Parties.

65. NOTICES. Required notices except legal notices shall be given in writing to the following respective address:

If to County:	If to Concessionaire:
King County Parks & Recreation	Go Ape Cougar-Squak LLC
Division Director	Attn: Jenny D'Agostino
201 S. Jackson Street, Suite 700	241 East 4th Street, Suite 105
Seattle, WA 98104-3855	Frederick, MD 21701

In the event a Party's Liaison changes, the Party shall notify the other of the change. Such notice shall state the name of the replacement Liaison, her/his title, mailing address, phone number(s), and email address. Notices sent by mail shall be deemed to have been given when properly mailed.

66. MUTUAL NEGOTIATION; CONSTRUCTION. County and Concessionaire have mutually negotiated the terms and conditions of this Agreement. County and Concessionaire agree that the Agreement shall not be construed against either of them.

67. CHOICE OF LAW; JURISDICTION AND VENUE. County and Concessionaire agree that Washington State law will govern this Agreement. County and Concessionaire agree that the King County Superior Court, in Seattle, Washington, will have jurisdiction to hear any litigation regarding this Agreement; and County and Concessionaire further agree that the King County Superior Court in Seattle will be the sole and proper venue in which to bring any litigation regarding this Agreement.

68. EXHIBITS. The following attachments are exhibits to this Agreement:
    A. Map of Cougar Squak Corridor Park
    A-1 General Depiction of Grounds with Parcel Numbers
    B. Map of Facility and Grounds
    C. Treetop Adventure Course: Plan, Layout, and Description
    D. Concessionaire's Hours of Operating, Approved List of Goods, Services, and Prices
    E. Concessionaire and County Emergency Contact Information
    F. Concessionaire Insurance Certificate(s) and Endorsement(s)
    G. Go Ape Cougar-Squak LLC – Concessionaire Reporting Form
    H. Confirmation of Term

IN WITNESS WHEREOF, the County and Concessionaire have executed this agreement on the dates specified below.

GO APE COUGAR-SQUAK, LLC

_____
Dan D'Agostino, Managing Director

_____
Date

KING COUNTY

_____
Kevin R. Brown, Director
Parks and Recreation Division

_____
Date

APPROVED AS TO FORM:

By: _____
Thomas W. Kuffel
Senior Deputy Prosecuting Attorney

STATE OF MARYLAND)
) ss
COUNTY OF FREDERICK)

On this day personally appeared before me_____to me known to be the _____ of the _____that executed the foregoing instrument, and acknowledged the said instrument to be the free and voluntary act and deed of said corporation for the uses and purposes therein mentioned and that he was authorized to execute the said instrument.

GIVEN under my hand and official seal this _____day of _____, 2015.

_____
NOTARY PUBLIC in and for the State of Maryland residing at_____

My appointment expires _____

STATE OF WASHINGTON)
) ss
COUNTY OF KING)

I certify that _____ signed this instrument, on oath stated that (he/she) was authorized by the **King County Executive** to execute the instrument, and acknowledged it as the Manager, Property Services of King County, Washington to be the free and voluntary act of said the County for the uses and purposes mentioned in the instrument.

Date: _____

_____
NOTARY PUBLIC in and for the State of Washington residing at _____

My appointment expires _____

Exhibit A

Map of Cougar Squak Corridor Park

Map of Park, including location of Grounds

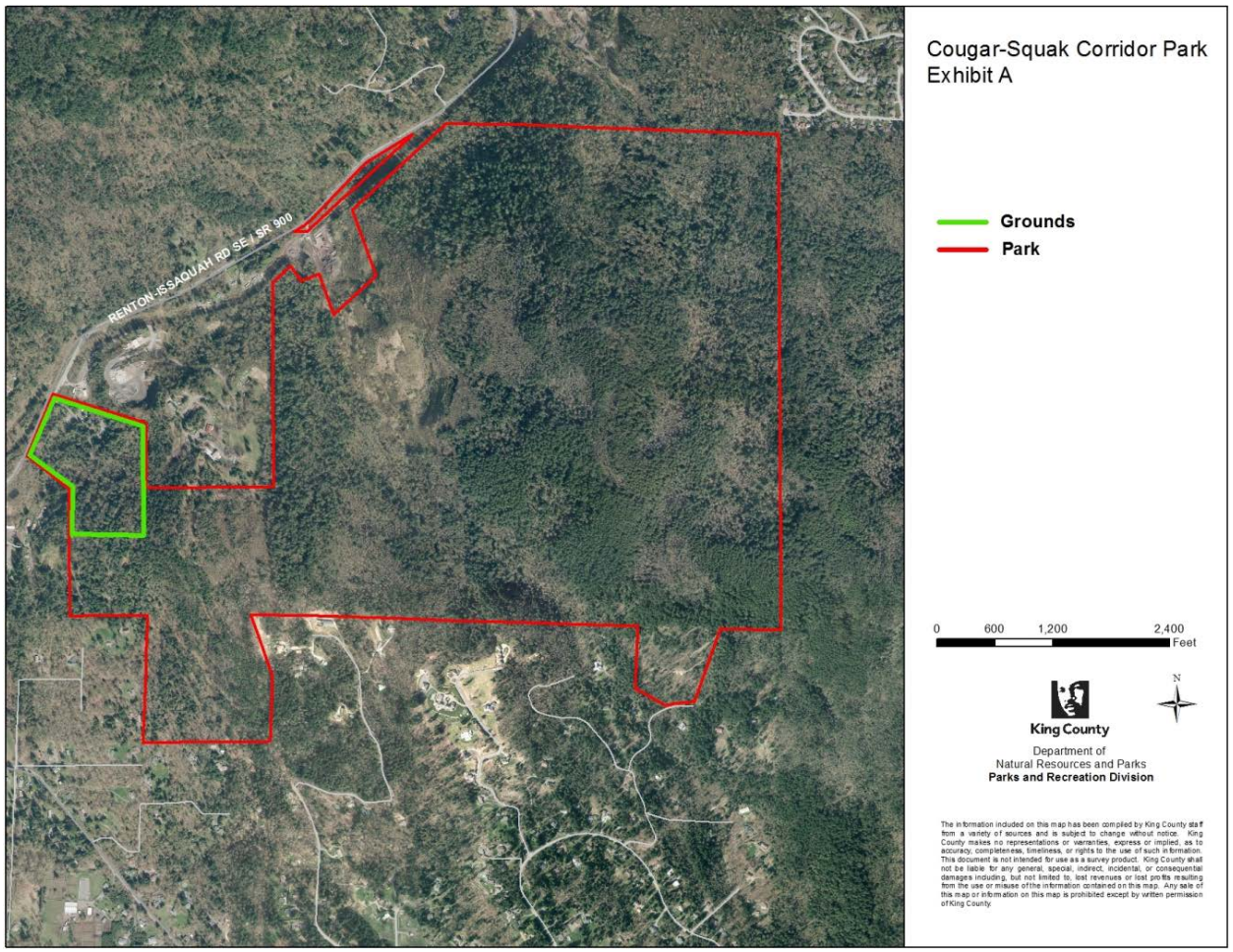


Exhibit A-1

Map of Cougar Squak Corridor Grounds

General Location of Grounds

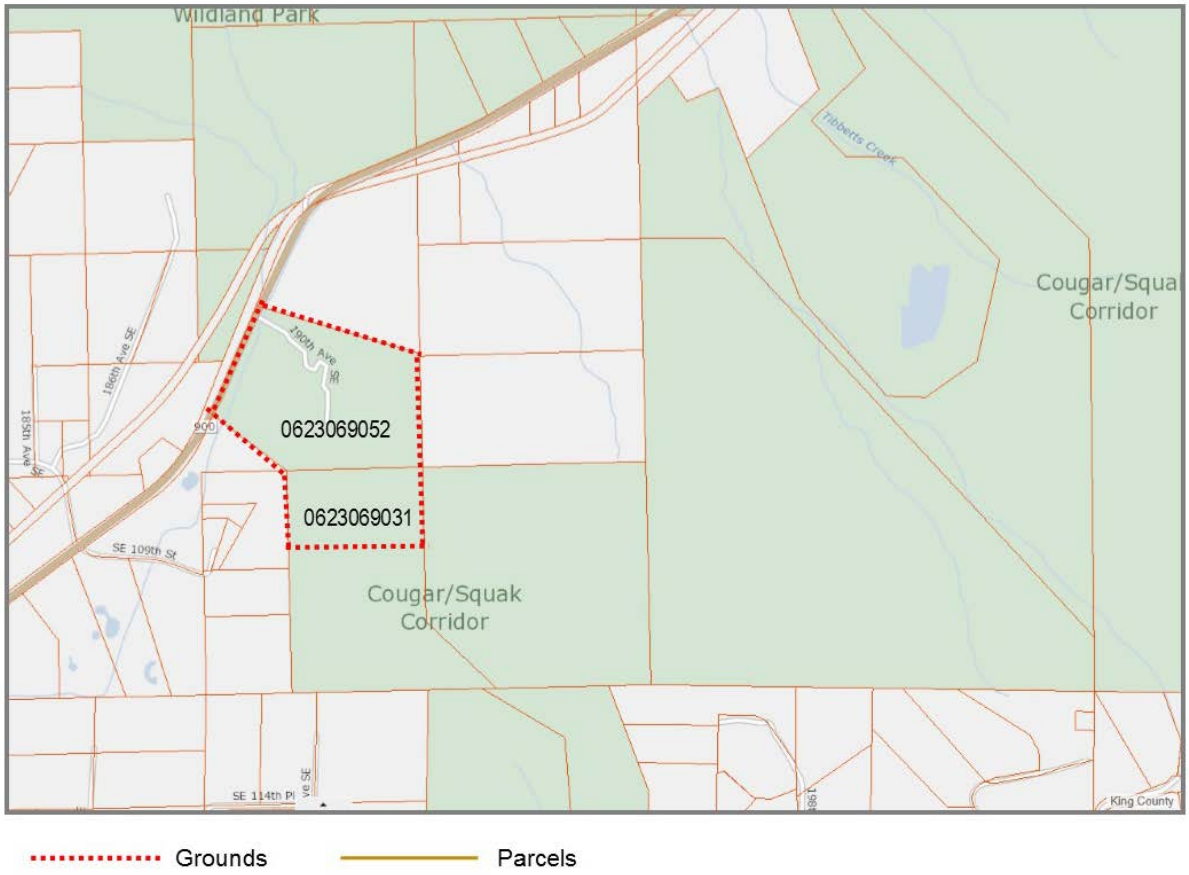


Exhibit B

Map of Facility and Grounds

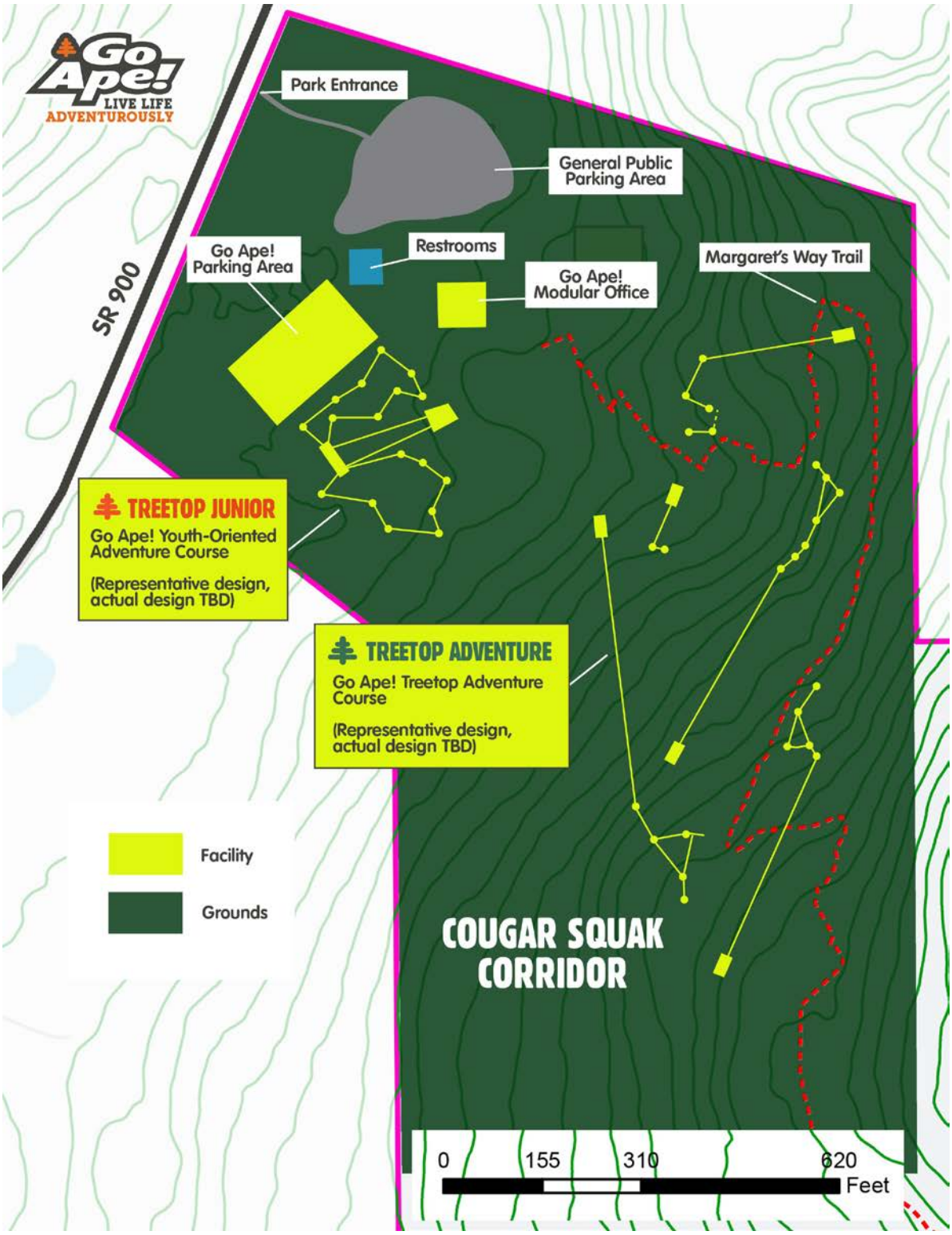


Exhibit C

Treetop Adventure Course: Plan, Layout, and Description

Final design depends on the trees and the area involved. We try to design in such a way as to limit the number of trees impacted. The attached drawings and images are provided for reference purposes only.

The treetop adventure course typically consists of 5-6 sites. There is a pre-brief site used to familiarize guests with the safety equipment and safety system. The first site is considered part of training and only consists of 3 elements (rope ladder, amazon bridge and a zip line). Sites 2 through 5 consist of more obstacles and sometimes decision points depending on the number of available healthy trees. Guests walk on trails to access the various sites.

The treetop junior course is typically 2-3 loops of obstacles with 2 zip lines. There are approximately 25 obstacles depending on the number of available healthy trees. The obstacle offerings are the same as those on the treetop adventure course. The difference is that the junior course uses a continuous belay safety system and the activities start from a centralized platform.

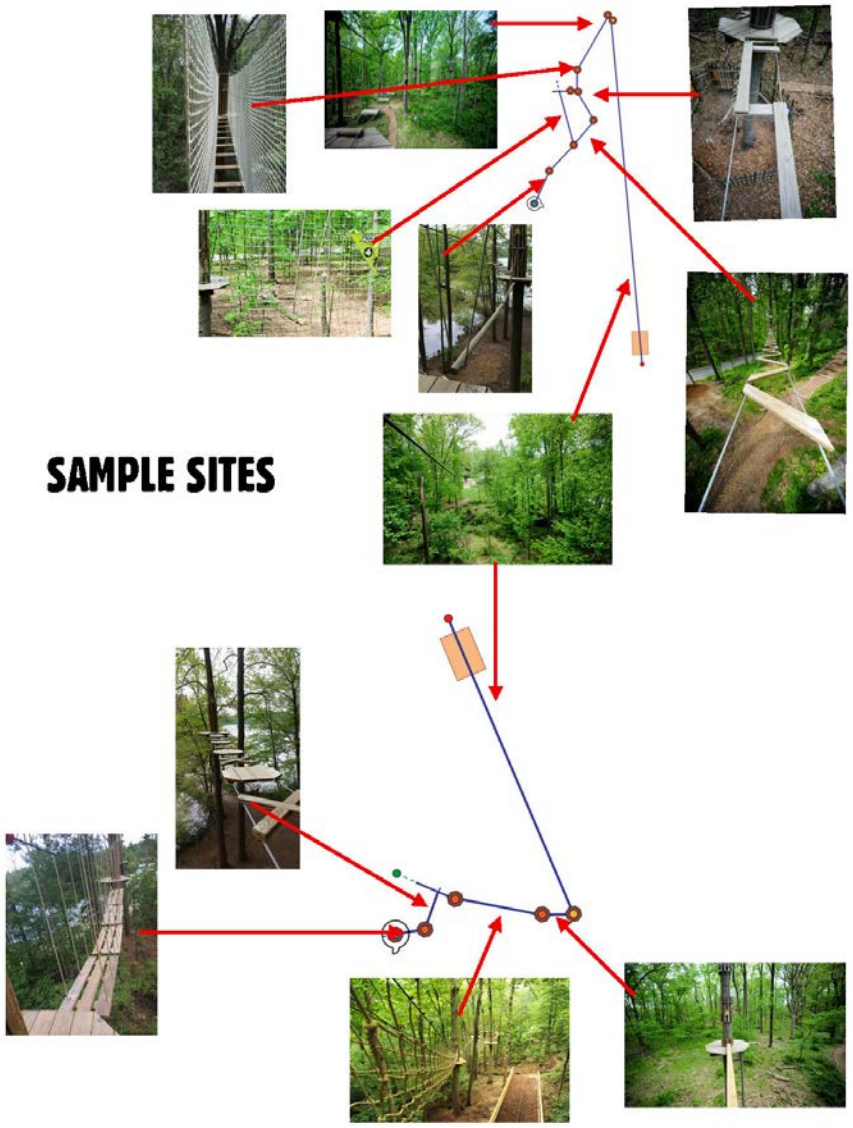


Exhibit D

Concessionaire's Hours of Operation, Approved List of Services, Merchandise, and Prices

Hours of Operation (subject to demand and weather)

In-Season	Mid-June through the end of August; 7 days a week
Off-Season	March or April to Mid-June and September to November; 2-5 days a week, with possible 7 day a week opening for Spring break and/or other breaks and holidays

Approved List of Services and Prices

Operation of Treetop Adventure Course		Duration
Treetop Adventure (adult)	$58	2-3 hours
Treetop Adventure (youth)	$38	1-2 hours

Approved List of Sales Merchandise and Prices

Approved Sales Merchandise and Prices	
T-shirts	$15
Nalgene Bottle	$10
Lanyard	$6
Gloves	$6
Poncho	$3
Beverages	$2
Snacks / Ice Cream	$2-4

Exhibit E

Concessionaire and County Emergency Contact Information

Concessionaire Emergency Contacts

Jenny D'Agostino, Director	301-325-5464
Chris Swallow, Director	415-553-0769
Dan D'Agostino, Director	301-300-0710

King County Parks Staff Emergency Contacts

Duane-Jay Evans, Parks District Maintenance Coordinator	206-391-1932
After-Hours Maintenance/Parking Staff	206-669-8931

Exhibit F

Concessionaire Insurance Certificate(s) and Endorsement(s)

Upon signature, certificate will be inserted into the document.

Exhibit G

Gross Receipts Report

Go Ape Cougar-Squak LLC – Year-End Payment Form

Reporting Period: _____

	Example: Dec. 15, 2018	
1. Total Receipts (for the calendar year)	($1,360,000.00)	_____
2. Refunds & Credits (see Section 8.A.2)	($19,000.00)	_____
a. Enter Line 1 less Line 2	($1,341,000.00)	_____
3. Gross Receipts (line 2a divided by 1.086)	($1,234,806.63)	_____
(a/o October 2015, sales tax is 8.6%; www.dor.wa.gov; confirmation code *E16CF5E3A0*)		
4. Percentage of Gross Receipts (see Section 8.A.3)	($123,480.66)	_____
(line 3b times applicable Gross Receipts %)	($1,234,806.63 x 10%)	
5. Enter Annual Minimum (see Section 8.A.1)	($20,000.00)	_____
6. Enter greater of Line 4 or Line 5	($123,480.66)	_____
7. Leasehold Excise Tax (line 6 times 0.1284; see Section 8.B)	($15,854.92)	_____
8. Amount Due (line 6 plus line 7)	($139,335.58)	_____

Payment is due on or before December 15 each year of the Term. Late payment may be assessed a $50.00 late fee, and interest penalty. Please make check payable to King County Parks and delivery or mail with the completed form to:

King County Parks / Regional Scheduling
201 S. Jackson Street, #700
Seattle, WA 98104

CERTIFICATION

I, the undersigned do hereby certify, that the above Gross Receipts Report has been prepared by me, and all the financial reporting information above is complete and accurate.

Certified By _____ Date _____

Title _____

This material is available in alternate formats upon request. www.kingcounty.gov/parks

Exhibit H

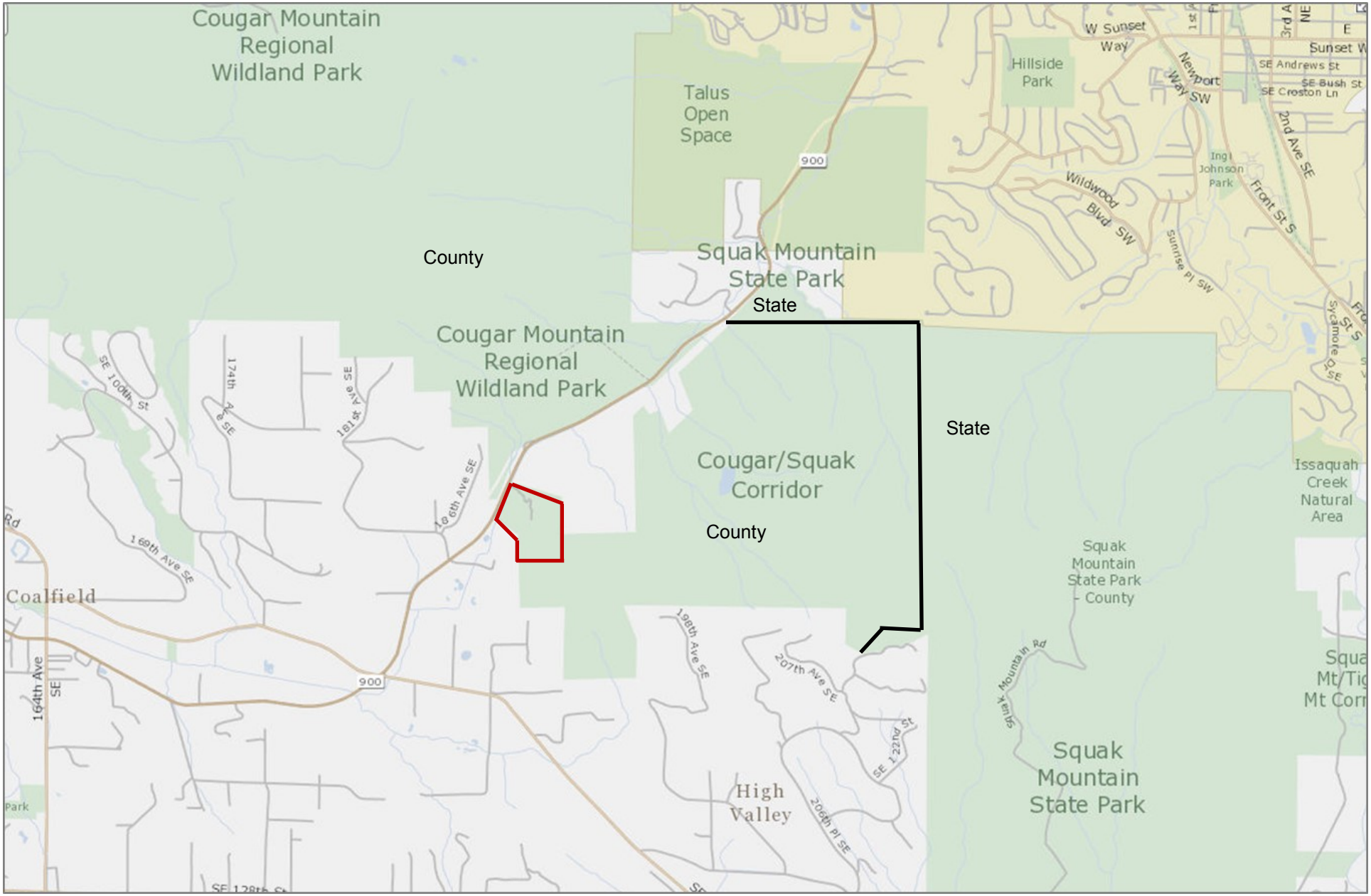
CONFIRMATION OF TERM

Pursuant to Section 7.B. Term, the parties confirm that Concessionaire opened for business at the Facility on _____, 20___. Accordingly, the last day of the Term shall be _____, 20___, unless extended or sooner terminated.

GO APE COUGAR-SQUAK, LLC	KING COUNTY
By: _____	By: _____
Its: _____	Its: _____
Date: _____	Date: _____

Cougar-Squak Area Map

Proposed Zip Line "Grounds" ——



[Blank Page]

2015/2016 FISCAL NOTE

Ordinance/Motion: 2016-XXXX
Title: Concession Agreement between King County Parks and Recreation Division and Go Ape Cougar-Squak LLC
Affected Agency and/or Agencies: Parks and Recreation Division, Department of Natural Resources and Parks (DNRP)
Note Prepared By: Jennifer Lehman, Business Finance Officer, Parks and Recreation Division
Date Prepared: August 10, 2015
Note Reviewed By: Jillian Andrews, Executive Analyst, Office of Performance, Strategy, and Budget
Date Reviewed:

Description of request:

In accordance with the use agreement, Go Ape Cougar-Squak LLC will remit a portion of gross receipts received from operating a treetop adventure course on King County property.

Revenue to:

Agency	Fund Code	Revenue Source	2015/2016	2017/2018	2019/2020
Parks and Recreation [1]	1451	36250 - Long Term Rent	65,000	215,000	275,000
Parks and Recreation [2]	1451	39796 - Contribution Other Funds	25,000	0	0
TOTAL			**90,000**	**215,000**	**275,000**

Expenditures from:

Agency	Fund Code	Department	2015/2016	2017/2018	2019/2020
Parks and Recreation [3]	1451	DNRP	131,500	109,500	119,000
Parks and Recreation [4]	3160	DNRP	80,000	0	0
TOTAL			**211,500**	**109,500**	**119,000**

Expenditures by Categories

	2015/2016	2017/2018	2019/2020
51000-WAGES AND BENEFITS [3]	104,500	94,500	104,000
52000-SUPPLIES [3]	27,000	15,000	15,000
56000-CAPITAL OUTLAY [4]	80,000	0	0
TOTAL [5]	**211,500**	**109,500**	**119,000**

Does this legislation require a budget supplemental? **No**

Notes and Assumptions:

[1] Revenue assumes Year 1 begins January 2016. Based on the use agreement, Go Ape will pay an escalating percentage of its gross receipts to King County, with an annual minimum of $20,000. Revenue projections are based on Go Ape adult courses in similarly-sized metropolitan areas.

[2] Go Ape will pay for course infrastructure including an office for business operations as well as Americans with Disabilities Act (ADA) accessible parking spaces and ramps. Go Ape will provide $25,000 toward the installation of a two-unit ADA accessible restroom.

[3] King County Parks will use existing budget authority for any necessary improvements to the gravel parking lot and ongoing maintenance of the lot.

[4] King County Parks will install and maintain a two-unit ADA accessible restroom with potable water. Go Ape will provide $25,000 to this installation.

[5] The restroom and parking developed in conjunction with this proposal will also support the public's use and enjoyment of the remaining 730 acres of trails and open space composing the Cougar Squak Corridor property.

[Blank Page]

ATTACHMENT 5

February 22, 2016

The Honorable Joe McDermott
Chair, King County Council
Room 1200
C O U R T H O U S E

Dear Councilmember McDermott:

This letter transmits an ordinance that authorizes King County to enter into a 20-year concession agreement with Go Ape Cougar-Squak LLC to design, build, and operate a treetop adventure course, consisting of zip lines, elevated swings, obstacles and walkway, at the Cougar Squak Corridor property.

The Parks Business Plan directs the Parks and Recreation Division of the Department of Natural Resources and Parks to secure partnerships with organizations and businesses that generate revenue for King County Parks and provide recreational amenities. This ordinance enables King County to provide a public amenity that combines outdoor recreation with environmental education opportunities.

This legislation addresses King County's Strategic Plan goals related to health and human potential, environmental sustainability, and financial stewardship by:

- providing a new outdoor recreational amenity suitable for adult and youth participation;
- incorporating environmental education for youth into the operational mission of the new facility; and
- leveraging Go Ape's capital investment to generate significant revenue to King County Parks.

This legislation supports the objectives and strategies of the Strategic Climate Action Plan by utilizing green building techniques and facilitating direct interaction between the public and the natural environment.

This legislation meets the goals of the Equity and Social Justice Initiative by providing King County residents with access to healthy natural environments. Go Ape is committed to working with local school districts and community organizations to encourage youth to get outdoors.

Thank you for your consideration of this ordinance. This important legislation will provide outdoor recreation opportunities and environmental stewardship education for King County residents, as well as revenue supporting King County Parks.

If you have any questions, please feel free to contact Kevin Brown, Division Director of the Parks and Recreation Division of the Department of Natural Resources and Parks, at 206-477-4525.

Sincerely,

Dow Constantine
King County Executive

Enclosures

cc: King County Councilmembers
ATTN: Carolyn Busch, Chief of Staff
Anne Noris, Clerk of the Council
Carrie S. Cihak, Chief of Policy Development, King County Executive Office
Dwight Dively, Director, Office of Performance, Strategy and Budget
Christie True, Director, Department of Natural Resources and Parks (DNRP)
Kevin Brown, Division Director, Parks and Recreation Division, DNRP
Katy Terry, Assistant Division Director, Parks and Recreation Division, DNRP

King County

Metropolitan King County Council
Transportation, Economy and Environment Committee

STAFF REPORT

Agenda Item:	12	**Name:**	Christine Jensen Erin Auzins Mary Bourguignon Lauren Mathisen Scarlett Aldebot-Green
Proposed No.:	2016-0155	**Date:**	May 31, 2016

SUBJECT

A briefing on the proposed 2016 update to the King County Comprehensive Plan (KCCP).

SUMMARY

This year marks a four-year, "major" update to the KCCP, which allows for consideration of substantive policy changes to the Plan and potential revisions to the Urban Growth Area (UGA). The Executive transmitted the proposed 2016 KCCP to the Council on March 1. The Council is in the process of reviewing and deliberating on the Executive's proposal. The Council's review will include briefings in the Transportation, Economy and Environment Committee (TrEE) over the next several months and possible final adoption in mid-to-late 2016.

Today's briefing will cover Chapter 4 (Housing and Human Services) and Technical Appendix B Housing. Key issues identified by Council staff for these areas include:

Chapter 4 Housing and Human Services

- **Creation of Chapter 4.** Chapter 4 is a new chapter that is proposed in the transmitted 2016 KCCP, which would relocate some existing 2012 KCCP policies from other chapters and/or combine some 2012 policies with others. However, in the transition of these proposed changes into the new Chapter 4, some of the policy language from the 2012 KCCP is not fully retained in the transmitted 2016 KCCP, and these changes are not shown in redline format. Staff analysis of these proposed relocations and combinations is ongoing in order to review for substantive changes to 2012 KCCP policy language.
- **Timing of housing policies.** The transmitted 2016 KCCP includes policy language that is inconsistent with or in advance of currently adopted County

housing policies. Staff anticipates that legislation may be transmitted during 2016 to address these inconsistencies related to:

  - Supporting increased density, either as part of mandatory or incentive policies, particularly near high-capacity transit, or for higher-density housing styles, such as micro-housing.
  - Increasing tenant protections beyond current adopted policy.

- **Surplus property.** There are several proposed changes to how the County could handle surplus property sales within policy H-157 that may conflict with adopted policy, including:
  - Expanding use of surplus property "at a discount" for affordable housing could conflict with policies dictating that funds generated from the sale of some properties must be wholly returned to the department or fund that purchased them. The Council may wish to consider adding language such as "consistent with funding source limitations" to address this issue.
  - The ability to sell property "at a discount" is also not currently clearly reflected in the King County Code. The Council may wish to clarify the relevant sections of the Code or make changes to the policy in the transmitted 2016 KCCP.
  - Allowing for the discounted sale of property for "other community benefits," which are currently undefined and would be determined through a community process. The Council could consider clarifying or defining these benefits either in the 2016 KCCP or in the Code.
- **Housing policies' relevance to non-urban King County.** The housing policies of the KCCP were purposefully moved out of Chapter 2 Urban Communities and into a standalone chapter for application to both urban and rural areas. However, several policies as proposed only apply to the UGA. For example, Policy H-102 would require the County to encourage and reduce barriers to a wide range of housing, but retains 2012 language limiting this requirement to UGAs. In addition, policy H-103 proposes to remove a current reference to "Rural Towns," leaving it to apply to UGAs only. The Council may wish to consider whether to encourage a wide range of housing throughout the County in support of ESJ and other goals.
- **Timing of health and human services policies.** In the case of health and human services initiatives for which planning is underway, staff expects legislation to be transmitted during 2016 to align with the transmitted 2016 KCCP. Specifically:
  - Best Starts for Kids Implementation.
  - Mental Illness and Drug Dependency (MIDD) levy renewal.
  - Behavioral health integration in accordance with Second Substitute Senate Bill (2SSB) 6312.[1]
- **Board of Health healthy Communities planning.** Changes to two policies, H-153 and H-204, are consistent with recommendations the Board of Health has adopted to integrate health and equity into County planning and housing

[1] For more information on behavioral health integration and 2015 action towards integrating mental health and substance abuse disorder purchasing, see staff report on Proposed Ordinance 2015-0405 through 2015-0408 dated November 12, 2015.

development. However, the Council has not yet adopted policy in these areas. Public Health and Board of Health staff note that the Board of Health materials need to be updated, but there is no plan as of yet about the mechanism for updating these materials nor for the substantive updates themselves. Councilmembers may wish to consider how, specifically, the 2016 KCCP should include policies that may be out of date and subject to revision prior to the next four-year KCCP update in 2020.

- **Ongoing health and human services transformation.** The transmitted 2016 KCCP generally reflects Council-adopted policies. It also anticipates, based on policy direction and/or state law, a few bodies of work that have begun in 2016 and will continue over the next several years.[2] The Council may wish to consider whether to refrain from setting a policy framework in relation to some of this ongoing and pending work before it has had the opportunity to fully review all of the options available to the County on several of these initiatives. Specifically, the Council may wish to consider the two policy changes to Policy H-203 (subsections c and e), which would establish the principles the County will embrace in its health and human services actions and investments, in this light.

Technical Appendix B Housing

- No issues identified.

BACKGROUND

The KCCP is the guiding policy document for land use and development regulations in unincorporated King County, as well as for regional services throughout the County, including transit, sewers, parks, trails, and open space. The King County Code dictates the allowed frequency for updates to the KCCP.

Annual cycle. On an annual basis, only technical changes and other limited amendments to the KCCP are allowed to be adopted.[3] This is known as the "annual cycle." While the Code states that the KCCP "may be amended" annually,[4] it is not required to be reviewed or amended on an annual basis.

Four-year cycle. Substantive changes to policy language and amendments to the UGA boundary[5] are only allowed to be considered once every four years.[6,7] This is known as

---

[2] Such as Behavioral Health Integration; Best Starts for Kids; Mental Illness and Drug Dependency (MIDD) levy renewal; Veterans and Human Services levy renewal; and Washington State's application for a five-year 1115 Medicaid waiver demonstration and impacts on King County's Transformation Projects

[3] K.C.C. 20.18.030

[4] K.C.C. 20.18.030(B)

[5] Note that Four-to-One UGA proposals may be considered during the annual cycle (see K.C.C. 20.18.030(B)(10), 20.18.040(B)(2), 20.18.170, and 20.18.180).

[6] From year 2000 and forward. Substantive updates to the KCCP can be considered on a two-year cycle, but only if: "the county determines that the purposes of the KCCP are not being achieved as evidenced by official population growth forecasts, benchmarks, trends and other relevant data" (K.C.C. 20.18.030(C)). This determination must be authorized by a motion adopted by the Council. To date, this option has not been used by the County.

the "four-year cycle." The Code requires the County to complete a "comprehensive review" of the KCCP once every four years in order to "update it as appropriate" and ensure continued compliance with the Growth Management Act (GMA).[8] The Code requires the Executive to transmit to the Council a proposed ordinance amending the KCCP once every four years.[9] However, the Code does not require the Council to adopt a KCCP update during the four-year cycle.[10] This year's four-year review of the KCCP is the fifth major review since 2000.

GMA update requirements. It is worth highlighting how the County's KCCP cycles fit into the GMA planning cycles. The GMA requires cities and counties to update their comprehensive plans once every eight years.[11] The GMA authorizes, but does not require, cities and counties to amend their comprehensive plans annually.

For King County, the GMA-established plan update deadlines are in 2015 and 2023. For the purposes of the GMA, the 2012 update to the KCCP[12] satisfied the State's requirement to update the County's comprehensive plan by 2015. The GMA does not require the County to complete another comprehensive update until 2023. Under the County's current policies and Code, the County will complete this update in the 2020 four-year cycle.

Under the County's policies and regulations, the 2016 review of the KCCP constitutes a "four-year amendment." However, under GMA requirements, the County's 2016 review is subject to the rules applicable to an "annual amendment," which is not a required action.

Actions to date for the 2016 KCCP. In May 2015, the Council adopted the Scoping Motion[13] for the 2016 KCCP update, a link to which is provided at the end of the staff report. The Scoping Motion outlined the key issues the Council and Executive identified for specific consideration in the forthcoming KCCP update. While the scope of work approved through the Scoping Motion was intended to be as thorough as possible, it does not establish the absolute limit on the scope of issues that can be considered. Based on subsequent public testimony, new information, or Council initiatives, other issues may also be considered by the Executive or the Council – except for UGA

---

[7] The annual Capital Improvement Plan (CIP), Transportation Needs Report (TNR), and school capital facilities plans are elements of the KCCP but are adopted in conjunction with the County budget, and thus follows separate timeline, process, and update requirements (see K.C.C. 20.18.060 and 20.18.070).
[8] K.C.C. 20.18.030(C)
[9] K.C.C. 20.18.060
[10] If the Council decides not to adopt a four-year update, the County may still need to formally announce that it has completed the required review; the mechanism to do that, whether legislatively or not, would need to be discussed with legal counsel.
[11] Revised Code of Washington (RCW) 36.70A.130
[12] Ordinance 17485
[13] Motion 14351, which was required to be transmitted by the Executive by K.C.C. 20.18.060. The Council approved the 2016 KCCP scoping motion after the April 30 deadline for Council action. However, as noted in the adopted Motion, the Executive agreed to treat the scope as timely and would proceed with the work program as established in the Council-approved version of the motion.

expansion proposals, which must follow the limitations of KCCP policy RP-107[14] as discussed in the Area Zoning Studies and Land Use Map Amendments section of the March 15 staff report.[15]

King County Code (K.C.C.) 20.18.160 and RCW 36.70A.140 call for "early and continuous" public engagement in the development and amendment of the KCCP and any implementing development regulations. As part of that public engagement process, the Executive published a Public Review Draft (PRD) of the KCCP on November 6, 2015, which was open for public comment through January 2016.[16] During that time, the Executive hosted six PRD community meetings: one each in Fairwood, Skyway, Fall City, Issaquah, and two in Vashon. A summary of the Executive's outreach efforts can be found in Appendix R "Public Outreach for Development of KCCP." A detailed listing of all of the public comments received during development of the Plan can be found in the Public Participation Report that is located on the Council's KCCP website.[17]

Council review of the transmitted 2016 KCCP began with a briefing of the Transportation, Economy and Environment Committee on March 15, 2016. Council review will continue with briefings on selected sections of the transmitted 2016 KCCP, as well as opportunities for public comment and engagement. As noted above, today's briefing will cover Chapter 4 (Housing and Human Services) and Technical Appendix B Housing.

ANALYSIS

How the Analysis section is organized. The analysis in this staff report includes a review of one chapter and one appendix of the transmitted 2016 KCCP. Analysis of other chapters in the transmitted plan has been provided already or will be provided at subsequent TrEE meetings, as noted in the schedule in Attachment 1 to the staff report.[18] Staff analysis of each chapter will include identification of what is new in the transmitted 2016 KCCP compared with the adopted 2012 KCCP, discussion of any issues or inconsistencies with adopted policies and plans and/or the Scoping Motion, and highlights of any additional issues for Council consideration.[19]

This staff report includes:

Transmitted 2016 KCCP Overview Page 472

[14] This policy is currently RP-203 in the adopted 2012 KCCP, and is proposed to be changed to RP-107 as part of the 2016 KCCP. Does not apply to Four-to-One proposals.
[15] http://www.kingcounty.gov/council/2016compplan/materials.aspx
[16] General public comment was open through January 6, 2016. Additional comments on the late addition of the East Cougar Mountain Potential Annexation Area to the Public Review Draft were allowed from January 27 to February 3.
[17] http://www.kingcounty.gov/council/2016compplan.aspx
[18] Subject to change.
[19] For information on the Executive's rationale for the proposed changes, please refer to the Policy Amendment Analysis Matrix that was included in the 2016 KCCP transmittal package as required by policy I-207, which can be found here: http://www.kingcounty.gov/council/2016compplan/transmittal.aspx

Chapter 4 Housing and Human Services Page 473

Technical Appendix B Housing Page 498

Transmitted 2016 KCCP Overview

The transmitted 2016 KCCP is proposed as a four-year, "major" update to the KCCP, which includes significant policy changes throughout the plan, as well as evaluation of several proposals to revise the UGA boundary. The following is a summary of the overarching changes proposed in the 2016 KCCP.

Restructures. The transmitted 2016 KCCP proposes several significant changes to the existing structure of the Plan. A welcome letter from the Executive and an Executive Summary are both proposed to be included in the beginning of the Plan to frame the document and the issues addressed in the Plan. The Introduction is proposed to be removed and integrated into Chapter 1 Regional Growth Management Planning. A new Housing and Human Services chapter is proposed to be created as Chapter 4, which both consolidates existing policies into one place and adds more robust policies in each of these policy areas.

Readability improvements and technical updates. The transmitted 2016 KCCP aims to improve readability by the general public and makes necessary technical updates. Changes include:

- A more detailed **Table of Contents** that outlines the topical areas that are covered in each of the chapters.
- Replacement of all **acronyms** with their full names, such as "GMA" being written out as the "Growth Management Act" throughout the Plan.
- Where appropriate, references to the "Urban Area" or the "Urban Growth Area" are restated as the "**Unincorporated Urban Area**" when the intent is to apply the policy only to areas where King County has local government authority, as opposed to policies that provide regional government policy guidance that would apply to both unincorporated areas and cities.
- The definition for "**Rural Area**" is updated to clarify it is a collective geography that includes Rural Towns, Rural Neighborhood Commercial Centers, and rural residential zoned properties (RA-2.5, RA-5, RA-10, and RA-20). This change makes it clearer that **Natural Resource lands** are separate from Rural Area lands. The terminology for "Rural Cities" is also updated to be "**Cities in the Rural Area**" to reflect that they are urban geographies that are located in the rural area and outside of the contiguous UGA. Where appropriate, references to these terms are updated throughout the plan to ensure consistency with existing policy intent**.**
- Current **demographic information and technical references** to adopted planning documents and terminology (such as using "recycled water" instead of "reclaimed water") are also updated throughout the plan.

Key policy themes. A summary of the large policy changes across the transmitted 2016 KCCP include:

- **Elimination of the Guiding Principles** structure that was created in 2012 as part of the Introduction section to the KCCP to set the tone.
- Increased **Equity and Social Justice (ESJ)** integration throughout the Plan.
- **Climate change and the Strategic Climate Action Plan (SCAP)** goals and targets incorporated throughout the Plan.
- The new **Housing and Human Services** chapter includes significant increased attention to affordable and healthy housing issues.
- New policies in directing **urban facilities** that serve urban development to be sited in the UGA.
- Updates to **stormwater policies** to address the new requirements in the County's National Pollution Discharge Elimination System (NPDES) permit, including increased attention to **Low Impact Development (LID)**.
- Increased attention on **local and healthy food** options.
- Stronger connections and references to the **Regional Growth Strategy and GMA.**
- Creation of a new **subarea planning process,** and inclusion of proposed land use and zoning map changes for **eight land use proposals** – none of which would expand of the UGA, aside from two minor technical corrections.[20]

Chapter 4 Housing and Human Services

Chapter 4 is a new chapter that addresses King County's regional role in promoting housing choice and opportunity, as well as regional health and human services.

Section I of this chapter covers King County's regional role in strengthening housing linkages with transportation; enforcing housing and land use regulations; coordinating regional affordable housing funding, resources, and programs; and supporting housing stability.

[20] Twenty land use proposals were ultimately reviewed as part of the Public Review Draft, which were included as an attachment to the 2016 KCCP transmittal package and were discussed in the Area Zoning Studies and Land Use Map Amendments section of the March 15 staff report:

The committee was briefed on Section I of this chapter on May 17, 2016. That material is included in this staff report for the sake of completeness.

Section II focuses on King County's regional role in providing health and human services, with a specific focus on the County's efforts to define, build, sustain and coordinate regional service-delivery systems; to emphasize services and opportunities that are prevention-focused, strengthen resilience and may reduce needs for costlier, acute care or crisis interventions; to lead and support place-based initiatives; to address the social determinants of health and the built environment; to develop and implement mandated county-wide specialty systems; and to increase the participation in program development and delivery of residents living in communities with disproportionate outcomes.

<u>What's new in the transmitted 2016 KCCP?</u>

Section I: Housing

The newly created Chapter 4 in the transmitted 2016 KCCP moves the housing section of the KCCP out of Chapter 2 Urban Communities. This new chapter acknowledges the County's role as a regional convener in addressing a range of housing needs. The chapter also includes policies related to King County as a local government provider. By moving these local policies out of the Urban Communities Chapter, both the existing and newly proposed housing policies would now apply to both urban and rural unincorporated King County unless they specify otherwise.

The housing policies include a number of new concepts, focusing particular attention on the region's experience with increasing housing prices, specifically in areas in which increasing prices are due to the development of high-capacity transit or the changing nature of a neighborhood. As a result, a number of the policies in this section include proposals for new or amended language related to displacement, tenant protections, transit-oriented development, and the use of a wider variety of funding sources, strategies, and partners to address these issues. In some cases, these new concepts have been incorporated into the transmitted 2016 KCCP prior to the Council's adoption of policy on these issues.

This section also includes a number of policies related to healthy, smoke-free housing and micro-housing, including some provisions that are in advance of adopted policy.

Tenant protections. The 2016 KCCP includes new policy language related to increasing protections for rental tenants, both in unincorporated King County and throughout the region. Policy H-101[21] proposes language requiring, rather than encouraging as in the 2012 policy, King County to address tenant protections in unincorporated King County directly, as well as by active participation in regional solutions.

[21] This policy is currently U-335 in the adopted 2012 KCCP, and is proposed to be changed to H-101 as part of the transmitted 2016 KCCP.

((~~U-335~~)) **H-101** King County ((~~should~~)) shall initiate and actively participate in regional solutions to address critical affordable housing and tenant needs, including tenant protections in unincorporated King County and throughout the region. ((~~Cities~~)) Jurisdictions, community members, private sector and housing representatives should be invited to identify and implement solutions.

Policy H-172[22] requests that King County pass legislation dictating that landlords can only evict rental tenants for a specific set of reasons, typically including non-payment of rent or violation of a rental contract.

((~~U-372~~)) **H-172** King County should support programs that provide landlord-tenant counseling, sessions and workshops, ((~~and~~)) mediation in landlord-tenant disputes, ((~~as well as~~)) and legislation that protects the rights of tenants and landlords, such as eviction for cause and fair rental contracts.

Housing preservation and resident displacement. The transmitted 2016 KCCP incorporates new language in several policies supporting the preservation of existing affordable housing in addition to development of new affordable housing. Preservation is identified as particularly important in areas that are slated for new investments or are experiencing changing market conditions. The chapter also adds policies that would aim to prevent the displacement of low income residents from such areas.

New language added to policy H-102[23] would require the County to work with its partners to reduce barriers to preservation and development of affordable housing in the UGA. Language in this policy would also narrow the preference for transit-oriented development projects to areas with existing or planned "high-capacity and frequent" public transportation access, rather than all types of transportation.

((~~U-301~~)) **H-102** King County shall work with ((~~cities~~)) jurisdictions, the private sector, state and federal governments, other public funders of housing, other public agencies such as the Housing Authorities, regional agencies such as the Puget Sound Regional Council, intermediary housing organizations, and the non-profit sector, to encourage a wide range of housing and to reduce barriers to the development and preservation of a wide range of housing within the Urban Growth Area that:

a. Provides housing choices for people of all income levels, particularly ((~~located~~)) in areas with existing or planned high-capacity and frequent public transportation access ((~~networks including those that make it~~)) where it is safe and convenient to walk, bicycle, and take public

[22] This policy is currently U-372 in the adopted 2012 KCCP, and is proposed to be changed to H-172 as part of the transmitted 2016 KCCP.

[23] This policy is currently U-301 in the adopted 2012 KCCP, and is proposed to be changed to H-102 as U-part of the transmitted 2016 KCCP.

transportation to work and other key destinations such as shopping and health care;
b. Meets the needs of ((~~our~~)) a diverse population, especially families and individuals who have very-low to moderate incomes, older adults, people with developmental disabilities and people with behavioral, physical, cognitive and/or functional disabilities, and people who are homeless;
c. Supports economic growth; and
d. ((~~Ensures~~)) Supports King County's equity and social justice, and transformation plan goals, for an equitable and rational distribution of low-income and high-quality affordable housing, including mixed-income housing, throughout the county.

Policy H-104[24] would require the County to work with partners to promote the preservation and expansion of affordable rental opportunities, particularly in areas experiencing redevelopment due to high capacity transit or changing market conditions.

((~~U-303~~)) **H-104** King County shall work with the multiple partners outlined in this section to ((~~should~~)) promote the preservation and expansion ((~~, rehabilitation, and development~~)) of affordable rental housing opportunities for households earning up to 80% of the King County median income. Preservation is a particularly acute need in areas that may experience redevelopment due to proximity to high capacity transit and/or an area experiencing changing market conditions. ((~~by providing a range of incentives to private sector developers, as well as incentives and subsidies to non-profit developers.~~))

New policy H-124 would require the County to work with its partners to reduce and prevent displacement of very-low to moderate-income households from transit-oriented locations. It also requires that the County work to align investments in transit and affordable housing.

H-124 King County shall work with partners to reduce and prevent displacement of very-low to moderate-income households from transit-oriented locations, to the extent possible; and shall strive to align affordable housing investments and transit investments in order to increase the quality of life of disinvested communities.

New language added to policy H-141[25] would require, rather than encourage as in the 2012 policy, the County to explore the expansion of incentive programs, such as tax credits or exemptions, to preserve and improve existing housing in redeveloping areas.

[24] This policy is currently U-303 in the adopted 2012 KCCP, and is proposed to be changed to H-104 as part of the transmitted 2016 KCCP.
[25] This policy is currently U-352 in the adopted 2012 KCCP, and is proposed to be changed to H-141 as part of the transmitted 2016 KCCP.

((~~U-352~~)) **H-141** King County ((~~should~~)) shall explore the expansion of land use and financial incentives to preserve and improve existing housing in redeveloping areas through the use of programs such as transfer of development rights, tax credits and tax ((~~abatements for low-income housing and~~)) exemptions for new and preserved affordable housing, as well as tax abatements and restoration loans for housing designated as a historic landmark.

New policy H-155 would require the County to coordinate housing planning and give particular consideration to investments to support communities with disparate outcomes in health, prosperity, and housing conditions that may be at risk of displacement.

H-155 King County shall give particular consideration in its affordable housing and community development investments to projects that provide housing and community development solutions in the 20% to 30% of the county with the most disparate outcomes in health, economic prosperity and housing conditions who may be at high risk of displacement; and shall *.[sic]*coordinate planning and community development investments to support such communities as they experience changes in their demographics, built environment, and real estate markets.

New policy H-156 would give additional weight to affordable housing projects in "high opportunity" neighborhoods with a shortage of affordable housing.

H-156 King County shall give particular consideration in its affordable housing subsidy programs to projects in areas where there is a severe shortage of affordable housing, and where there is access to job opportunities , *[sic]* a healthy community and active transportation.

Transit-oriented development (TOD). The transmitted 2016 KCCP would increase the County's focus on connecting investments in public transportation with affordable and mixed-income housing through housing subsidy and land use strategies. These policies focus on both the range of funding sources and partners that might be employed to produce affordable housing in transit-oriented locations, and also the additional density that is identified as being appropriate in these areas.

New policy language in H-121[26] would require the County to support not only affordable housing but also "mixed-income" development in transit-oriented locations, and specifically identifies funding techniques that will "provide an advantage" for affordable and mixed-income housing within transit-oriented communities.

[26] This policy is currently U-317 in the adopted 2012 KCCP, and is proposed to be changed to H-121 as part of the transmitted 2016 KCCP.

((~~U-317~~)) **H-121** King County shall support affordable and mixed-income housing development in transit-oriented locations that is compatible with surrounding uses by:
a. Providing information and a process for accessing ((~~on~~)) potential development sites in transit-oriented locations where King County has ownership or access to potential sites;
b. Promoting land use patterns that ((~~provide convenient connections for pedestrian and bicycle travel as well as for transit and other motorized transportation~~)) cohesively connect affordable and mixed-income housing with active transportation choices;
c. ((~~Funding services, amenities, infrastructure and access improvements within the urban area; and~~
~~d.~~)) Developing public financing techniques that ((~~give housing development and redevelopment in designated areas a market advantage~~)) will provide an advantage for projects that will create and/or preserve affordable and mixed-income housing within transit-oriented communities and neighborhoods that promote health, well-being and opportunity, or within a neighborhood plan for revitalization.

New language proposed in policy H-122[27] would require, rather than encourage as in the 2012 policy, the County to enable high density land use patterns at transit-oriented locations, and to preserve and expand both affordable and mixed income housing in areas with high-capacity and/or frequent transit. New language would identify a range of strategies and partners, including both non-profit and for-profit organizations.

((~~U-318~~)) **H-122** King County ((~~should~~)) shall support transit-oriented development at transit supportive density and scale that preserves and expands affordable and mixed-income housing opportunities at locations near frequent and high-capacity transit service. ((~~by engaging private and non-profit entities in an investment/development partnership.~~)) King County shall engage in this work through a variety of strategies, including the engagement of funding partners, transit partners, jurisdictions, private for-profit and non-profit development entities, and other TOD partners.

New policy H-123 would require the County to coordinate affordable transit-oriented development with increased ridership, community benefits, and net revenues to the transit agency.

H-123 King County will evaluate and seek opportunities for equitable transit oriented development at major transit centers and hubs when investments are likely to produce increased ridership, community benefits, and net revenues to the transit agency.

[27] This policy is currently U-318 in the adopted 2012 KCCP, and is proposed to be changed to H-122 as part of the transmitted 2016 KCCP.

New policy H-130 would encourage the County to increase housing density and affordable housing in unincorporated UGAs near transit or commercial areas.

> **H-130** King County should explore zoning policies and provisions that increase housing density and affordable housing opportunities within unincorporated urban growth areas near transit and near commercial areas.

Funding of Affordable Housing. The transmitted 2016 KCCP would add language expanding the range of funding partners (to include the private sector), funding sources (to include investment income), types of activities to be supported (to include acquisition, in addition to rehabilitation and preservation), and types of populations to be served by affordable housing programs (to add older adults, people who are experiencing homelessness and people with behavioral and development disabilities). Policies H-148,[28] H-149[29] and H-151[30] add this new language.

> ((~~U-336~~)) **H-148** King County shall work with cities, private sector and community representatives to establish new, countywide funding sources for housing development, acquisition, rehabilitation, preservation, and related services, such that ((~~each city~~)) cities and King County contribute on an equitable basis.
>
> ((~~U-337~~)) **H-149** King County shall work with other jurisdictions, housing developers, and service providers throughout the state to urge federal and state government to expand both capital and operating funding for low-income housing, including low-income housing for ((~~people with special needs~~)) older adults, people who are homeless[31] and people with behavioral health, cognitive, physical and developmental disabilities.
>
> ((~~U-346~~)) **H-151** King County ((~~should~~)) shall seek opportunities to fund programs and projects where county funds are matched by additional public and private loans and investments, and/or contributions ((~~, increasing~~)) in order to increase the amount of financing available for affordable housing ((~~that can be developed~~.))

[28] This policy is currently U-336 in the adopted 2012 KCCP, and is proposed to be changed to H-148 as part of the transmitted 2016 KCCP.
[29] This policy is currently U-337 in the adopted 2012 KCCP, and is proposed to be changed to H-149 as part of the transmitted 2016 KCCP.
[30] This policy is currently U-346 in the adopted 2012 KCCP, and is proposed to be changed to H-151 as part of the transmitted 2016 KCCP.
[31] Please note that the transmitted 2016 KCCP refers to "people who are homeless" rather than using the term "people who are experiencing homelessness," which is the language used in the adopted All Home Strategic Plan (Ordinance 18097)

Added language in policy H-157[32] would allow the County to sell surplus property at a discount, and for other, non-affordable housing-related community benefits, which would be determined through a community process.

> ((~~U-347~~)) **H-157** King County should expand its use of surplus county-owned property and air rights over county-owned property at a discount for affordable housing and should also explore ((~~its use for other public benefits, such as human services, and consider conveyance of properties to public or non-profit housing developers and agencies at below-market cost~~)) the use of such property for other community benefits, determined through a community participatory process, at below market cost, to non-profit developers and other developers that agree to provide such community benefits. Surplus county property shall be prioritized for housing development that will be consistent with the King County ((~~Consortium Consolidated Plan and the Ten-Year Plan to End Homelessness~~)) Department of Community and Human Services adopted plans and policies.

New policy H-165 would require the County to adopt funding program policies to incorporate subsidized housing within mixed income projects, language that is consistent with the policy goals of the 2015-2019 King County Consortium Consolidated Housing and Community Development Plan (Consolidated Plan).[33]

> **H-165** King County shall adopt funding program policies that encourage the integration of publicly subsidized housing within mixed-income projects, and within all communities. Such funding policies shall support a fair distribution of publicly subsidized housing throughout the county. King County shall not apply mandatory dispersion requirements that limit where publicly subsidized housing may be located.

Proposed changes to policy H-174[34] would remove the restriction on home ownership assistance to first time buyers and replace it with income-qualified potential home buyers.

> ((~~U-367~~)) **H-174** King County should work with local lenders and non-profit organizations providing home ownership assistance to expand assistance for ((~~first-time~~)) eligible income-qualified homebuyers, including homebuyer education and counseling, mortgage default and foreclosure counseling, culturally relevant low-cost financing and assistance with down payments and closing costs, and alternative ownership housing models such as land trusts, co-housing, etc.

---

[32] This policy is currently U-347 in the adopted 2012 KCCP, and is proposed to be changed to H-157 as part of the transmitted 2016 KCCP.
[33] Ordinance 18070
[34] Was U-367, is H-174

Mandatory and incentive programs. Affordable housing programs to be implemented would be expanded to include "mandatory" as well as incentive affordable housing programs. These proposed changes are based on a proposed amendment to Countywide Planning Policy (CPP) H-8 by the Growth Management Planning Council[35] and County Council stating that "jurisdictions may consider a range of programs, from optional to mandatory, that will assist in meeting the jurisdiction's share of the countywide need for affordable housing."[36] This expanded language is included in several policies in Chapter 4.

Policy H-103[37] would add mandatory programs to the list of tools for the County to use in its role as a regional convener and administrator. The policy as transmitted would remove affordable housing targets from the policy itself, and instead refer to "the most recently adopted Countywide Planning Policies."[38] It would also remove any application to Rural Towns, leaving it to apply to UGAs of the County only.

> ((~~U-302~~)) **H-103** Through subarea and regional planning with ((~~cities~~)) jurisdictions and partners in the Puget Sound region, mandatory and incentive programs and funding initiatives for affordable housing, King County shall serve as a regional convener and local administrator in the unincorporated areas to plan for housing to meet the needs of all economic segments of the population throughout the Urban Growth Areas. With respect to affordable housing, King County shall address the countywide need for housing affordable to very-low, low and moderate-income households pursuant to the countywide targets established in the most recently adopted Countywide Planning Policies (CPPs). ((~~and within Rural Towns. King County shall plan for construction, rehabilitation, or preservation of housing units affordable to households as follows:~~
> ~~a. 13% of housing stock should be affordable to households below 30% of the King County median income, including homeless individuals and families who may face significant barriers to finding permanent housing;~~
> ~~b. 11% of housing stock should be affordable to households between 30% and 50% of the King County median income;~~
> ~~c. 16% of housing stock should be affordable to households between 50% and 80% of the King County median income;~~
> ~~d. 20% of housing stock should be affordable to households between 80% and 120% of the King County median income; and~~
> ~~e. 40% of housing stock should be affordable to households above 120% of the King County median income.~~))

[35] Growth Management Planning Council Motion 15-2
[36] Ordinance 18256, March 2016. This proposed CPP amendment has until June 25, 2016, to be ratified by the other jurisdictions in King County.
[37] This policy is currently U-302 in the adopted 2012 KCCP, and is proposed to be changed to H-103 as part of the transmitted 2016 KCCP.
[38] http://www.kingcounty.gov/depts/executive/psb/regional-planning/CPPs.aspx

Policy H-119[39] currently requires King County to "flexibly" apply rules when necessary to create affordable housing for people with disabilities. The 2016 transmitted KCCP policy includes new language adding incentive and mandatory programs to the types of affordable housing programs that could benefit from such flexibility.

> ((~~U-360~~)) **H-119** King County shall flexibly apply its rules, policies, practices and services when necessary to afford persons with disabilities equal opportunity to use or enjoy a dwelling ((~~, including the promotion of public funding and other incentives to create new affordable housing~~)) in its funding, incentive or mandatory affordable housing programs in order to create new affordable housing opportunities for persons with disabilities.

Policy H-131,[40] which currently encourages the County to minimize permit processing time for affordable housing, would add language specifying that this County role is limited to the unincorporated area, and would also add language noting that housing developed in coordination with mandatory, incentive or subsidy programs, including tax abatement or exemption programs, should be expedited.

> ((~~U-314~~)) **H-131** King County shall seek to minimize the time necessary to process development permits ((~~to meet~~)) for developments in unincorporated King County that will include affordable housing and address environmental goals and community and aesthetic concerns. King County should continue to expedite plan and permitting reviews for affordable housing projects in coordination with mandatory, incentive or subsidy programs, including tax abatements, exemptions and credits.

Added language to policy H-132[41] notes that the County should encourage the development of common standards for mandatory and incentive affordable housing programs across jurisdictions.

> ((~~U-315~~)) **H-132** King County should encourage the formation of common development codes and standards, as well as common mandatory and incentive programs for affordable housing, with cities, sewer and water districts and other permitting agencies to increase predictability and reduce development costs.

Policy H-134[42] would be expanded to allow density bonuses for affordable housing development to be available to both for-profit and non-profit developers, and would limit

---

[39] This policy is currently U-360 in the adopted 2012 KCCP, and is proposed to be changed to H-119 as part of the transmitted 2016 KCCP.
[40] This policy is currently U-314 in the adopted 2012 KCCP, and is proposed to be changed to H-131 as part of the transmitted 2016 KCCP.
[41] This policy is currently U-315 in the adopted 2012 KCCP, and is proposed to be changed to H-132 as part of the transmitted 2016 KCCP.
[42] This policy is currently U-339 in the adopted 2012 KCCP, and is proposed to be changed to H-134 as part of the transmitted 2016 KCCP.

those bonuses to development to urban areas and near commercial areas. Additional added language would require that bonus programs be evaluated for effectiveness, including as it relates to possible adoption of mandatory affordable housing requirements.

> ((~~U-339~~)) **H-134** Density bonuses and other incentives for the development of affordable housing by for-profit and non-profit developers shall be available within unincorporated urban areas and near commercial areas to both single-family and multifamily developments to promote development of affordable rental and/or ownership housing. Bonuses shall be periodically reviewed and updated, as needed, to assure they are effective in creating affordable housing units, especially in coordination with any mandatory inclusionary affordable housing requirements adopted.

Policy H-144[43] would remove language from the 2012 KCCP, which has been moved to other sections. Replacing the previous language is a proposed requirement that the County allow mandatory and/or incentivized affordable housing units to be reasonably smaller in size and have more modest finishes than market-rate housing, including market-rate units in the same building as the affordable units.

> ((~~U-359~~)) **H-144** King County will ensure that mandatory and/or incentivized affordable housing unit *[sic]* created through its land use policies and regulations meets the same quality and design as market housing of a similar size and density, but may be allowed to be reasonably smaller in size and to have more modest finishes, and will encourage mandatory and incentivized affordable housing units to be created on the site of market rate housing projects. ((~~King County shall promote opportunities for publicly funded housing, including housing for low-income people with special needs, by:~~
> ~~a. Adopting land use policies and regulations that treat publicly funded housing and other low-income housing the same as housing of a similar size and density;~~
> ~~b. Adopting funding and program policies that encourage integration of assisted housing within communities and a fair distribution of publicly funded housing throughout the county. Mandatory dispersion requirements that limit where publicly funded housing may locate should not be applied; and~~
> ~~c. Encouraging developers and owners of publicly funded housing units to undertake activities to establish and maintain positive relationships with neighbors.~~))

Healthy housing. The transmitted 2016 KCCP includes policy language throughout Chapter 4 about strategies to develop a "healthy housing code" and to incorporate

[43] This policy is currently U-359 in the adopted 2012 KCCP, and is proposed to be changed to H-144 as part of the transmitted 2016 KCCP.

healthy housing strategies (in particular protection from tobacco smoke) into the housing code. Policy H-113[44] calls for King County to collaborate with jurisdictions to enact a new countywide healthy housing code system, including enforcement via inspection of rental housing.

> ((~~U-327~~)) **H-113** King County should support the development, preservation and rehabilitation of affordable housing that protects residents from exposure to harmful substances and environments, including environmental tobacco smoke, reduces the risk of injury, is well-maintained, and is adaptable to all ages and abilities. King County should work on a regional level with jurisdictions to enact a comprehensive healthy housing code system in the county that provides for regular inspection of rental housing units for violations of healthy housing standards, including in unincorporated King County.

New policy H-116 would require King County to encourage the prohibition of smoking in multi-family buildings and affordable housing.

> **H-116** King County shall support and encourage smoke free policies in multi-family housing and affordable housing.

Proposed new language in policy H-139[45] would require, rather than encourage as in the 2012 policy, the County to actively support incorporation of healthy and sustainable housing practices in all housing in unincorporated areas, not only affordable developments.

> ((~~U-326~~)) **H-139** King County ((~~should promote the~~)) shall provide opportunities for incorporation of the principles of healthy communities and housing, sustainability, and greenhouse gas emissions mitigation in housing, affordable housing and community development in unincorporated areas.

New policy H-153 would require the County to encourage affordable housing projects funded via County programs to prohibit smoking, a concept that has been endorsed by the Board of Health but is not yet included in adopted County policy.

> **H-153** King County shall encourage the inclusion of smoke-free housing policies in projects funded through its affordable housing subsidy programs.

New policy H-154 would require the County to encourage healthy housing elements in existing affordable housing, especially elements that reduce asthma.

---

[44] This policy is currently U-327 in the adopted 2012 KCCP, and is proposed to be changed to H-113 as part of the transmitted 2016 KCCP.
[45] This policy is currently U-326 in the adopted 2012 KCCP, and is proposed to be changed to H-139 as part of the transmitted 2016 KCCP.

H-154 King County shall work with partners and stakeholders to encourage the improvement in healthy housing elements in existing affordable housing sustainability standards, with emphasis on healthy housing elements that reduce asthma.

New language proposed for policy H-166[46] would require, rather than encourage as in the 2012 policy, the County to increase access to tobacco smoke-free housing in publicly subsidized housing.

((~~U-361~~)) **H-166** King County ((~~should develop and adopt~~)) shall administer standards for publicly ((~~funded~~)) subsidized housing that will:
a. Increase the ability of people with ((~~special needs to visit or~~)) physical disabilities to have physical access to housing ((~~units~~)) and mobility within housing regardless of their residency status;
b. Allow household members to age in place through the inclusion of universal design principles that ((~~increase~~)) make housing ((~~opportunities that are~~)) units more accessible and usable by all persons; ((~~and~~
c. Support the ability of ((~~all people, especially the elderly and persons with disabilities and special needs,~~)) older adults and people with behavioral health, physical, cognitive and developmental disabilities to find housing opportunities that allow them to live as independently as possible in the housing and community of their choice; and
d. Increase the ability of people to have access to smoke-free housing.

Micro-housing and other types of affordable, high-density housing. The transmitted 2016 KCCP proposes new language that would encourage the development of clustered and high-density housing with shared common spaces, such as micro-housing.

Proposed changes to policy H-114[47] would have the County encourage clustered and higher-density housing with shared common spaces.

((~~U-334~~)) **H-114** King County should encourage development of residential communities that achieve lower prices and rents through ((~~shared common houses~~)) clustered and higher density housing that shares common spaces, open spaces and community facilities.

Proposed changes to policy H-133[48] would require the County to encourage the development of new housing models, such as co-ops, co-housing, and other affordable

[46] This policy is currently U-361 in the adopted 2012 KCCP, and is proposed to be changed to H-166 as part of the transmitted 2016 KCCP.
[47] This policy is currently U-334 in the adopted 2012 KCCP, and is proposed to be changed to H-114 as part of the transmitted 2016 KCCP.
[48] This policy is currently U-330 in the adopted 2012 KCCP, and is proposed to be changed to H-133 as part of the transmitted 2016 KCCP.

housing types in "unincorporated growth areas."

> ((~~U-330~~)) **H-133** King County shall encourage the development of new housing models ((~~by supporting projects such as~~)) that are healthy and affordable by providing opportunities for such within unincorporated growth areas and near commercial areas. King County shall work to allow innovative housing projects to move forward, including affordable housing demonstration projects, affordable owner-built housing, land trusts and cooperative ownership structures for rental and ownership housing, co-housing and other innovative developments.

Policy H-136[49] would require, rather than encourage as in the 2012 policy, the County to provide opportunities within unincorporated UGAs and near commercial areas for micro-units, micro homes and other high density development strategies for lower rental or ownership prices.

> ((~~U-323~~)) **H-136** King County ((~~should encourage~~)) shall provide opportunities within unincorporated urban growth areas and near commercial areas for the development, rehabilitation, and preservation of rental residential buildings that have shared facilities, such as single-room occupancy buildings, ((~~hotels and~~)) boarding homes, micro-units buildings and clustered micro homes to provide opportunities for lower rents housing options; and higher density ownership options including condominiums, co-operative mutual housing, cottage housing and other forms of clustered higher density ownership housing.

Proposed policy H-140 would allow, rather than explore the feasibility of allowing as in the 2012 policy, five-story wood frame construction[50] in unincorporated areas of the county. This is consistent with the current building code.[51]

> **H-140** King County ((~~should explore the feasibility of allowing~~)) shall allow five-story wood frame construction ((~~as a technique that will~~)) to increase the availability of multifamily housing while lowering development costs and maintaining fire safety.

Homelessness. The transmitted 2016 KCCP includes a number of policies that respond to the region's homelessness crisis.

New policy H-115 would require the County to work with its partners to ban the criminalization of homelessness and homeless encampments. This policy is consistent

[49] This policy is currently U-323 in the adopted 2012 KCCP, and is proposed to be changed to H-136 as part of the transmitted 2016 KCCP.
[50] A less expensive type of multi-family housing construction
[51] K.C.C. Title 16

with the 2015-2019 All Home Strategic Plan,[52] but staff is not aware of any legislation currently underway related to this issue.

> **H-115** King County shall work with housing partners and jurisdictions to pass legislation that bans the criminalization of homelessness and homeless encampments.

County support of diversion-based and shorter term housing subsidies in homelessness programs have been added to the transmitted 2016 KCCP in several policies, consistent with the goals of the 2015-2019 All Home Strategic Plan.

Changes to policy H-168[53] would support strategies including diversion assistance and short-term rental assistance such as rapid rehousing.

> ((~~U-365~~)) **H-168** King County should support flexible programs and emerging strategies that help to prevent and reduce homelessness, such as emergency rental assistance, short-term rental assistance, diversion assistance, mortgage default and foreclosure counseling, and improvements to emergency services referral networks.

Language added to policy H-169[54] would add diversion and rapid re-housing strategies.

> ((~~U-369~~)) **H-169** King County shall participate in the Ten-Year Plan to End Homelessness (the "All Home" plan to address homelessness in King County in order) to sustain and support a coordinated, regional response to homelessness that includes access to homelessness prevention services, diversion assistance, emergency shelter, rapid re-housing, transitional housing, permanent supportive housing, permanent affordable housing, and ((~~appropriate~~)) flexible support services as needed for homeless families, single adults, and youth/young adults.

Policy H-170[55] would require, rather than encourage as in the 2012 policy, the County to work with its partners to lobby the state and federal governments to increase funding for people experiencing homelessness. New language would add diversion strategies to the list.

> ((~~U-370~~)) **H-170** King County ((~~should~~)) shall work with jurisdictions and housing providers locally and across the state to urge state and federal governments to expand funding for direct assistance services such as flexible rental assistance, diversion assistance and emergency

[52] Ordinance 18097
[53] This policy is currently U-365 in the adopted 2012 KCCP, and is proposed to be changed to H-168 as part of the transmitted 2016 KCCP.
[54] This policy is currently U-369 in the adopted 2012 KCCP, and is proposed to be changed to H-169 as part of the transmitted 2016 KCCP.
[55] This policy is currently U-370 in the adopted 2012 KCCP, and is proposed to be changed to H-170 as part of the transmitted 2016 KCCP.

> services. In addition to rental assistance, King County should support programs that help prevent homelessness and that improve prevention and emergency services referral networks, including ((~~the development of a~~)) an efficient coordinated intake system for homeless families and individuals ((~~, and low-income households that are seeking permanent housing~~.))

Equity and social justice. New policy H-105a would require the County to engage "marginalized" populations in affordable housing goals, policies, and programs.

> **H-105a** King County shall engage marginalized populations in the development, implementation, and evaluation of county-wide affordable housing goals, policies and programs.

Policy H-108[56] focuses on universal design, and would add both "family-sized" and "market rate" to the types of housing that King County will encourage to incorporate universal design via work with other jurisdictions.

> ((~~U-313~~)) **H-108** King County shall work with other jurisdictions to encourage the use of universal design in the development of affordable housing, family-sized housing and market rate housing.

Consistent with the 2015-2019 King County Consortium Consolidated Housing and Community Development Plan (Consolidated Plan), new policy H-118 would require King County to actively promote and further fair housing with a particular focus on areas with low levels of investment.

> **H-118** King County shall actively promote and affirmatively further fair housing in its housing programs, and shall work with all of its partners to further fair housing in its regional role promoting housing affordability, choice and access to opportunity for all communities, especially those communities that bear the burdens from lack of investment and access to opportunity; and shall work with residents and stakeholders to help them understand the rights protected by federal, state, and local fair housing laws and shall help to promote equitable housing practices for protected classes through fair housing education and enforcement.

Green building standard for affordable housing. Consistent with the Green Building Ordinance,[57] the transmitted 2016 KCCP adds a new policy H-145 that would require use of the Evergreen Sustainable Development Standard or an equivalent standard for affordable housing. This policy also includes a focus on housing elements that reduce asthma.

---

[56] This policy is currently U-313 in the adopted 2012 KCCP, and is proposed to be changed to H-108 as part of the transmitted 2016 KCCP.
[57] K.C.C. 18.17.020.H

H-145 King County shall continue to require Evergreen Sustainable Development Standards, or an equivalent successor standard, and will work with partners and stakeholders to encourage the improvement in healthy housing elements of Evergreen Sustainable Development Standards, with emphasis on healthy housing elements that reduce asthma.

Section II: Health and Human Services

As noted above, this section of Chapter 4 is new. It includes a number of policies related to the County's regional role on health and human services.

Behavioral Health Integration. This chapter of the transmitted 2016 KCCP incorporates the concept of behavioral health integration throughout and defines the role of the County with respect to this in the context of: 1) efforts to increase the cross-sectoral work of the Departments of Community and Human Services and Public Health, and 2) the goal of transforming the County's health care and social services systems from crisis-oriented systems to prevention and early intervention oriented systems. These policies establish the County as having primary responsibility for coordinating the provision of countywide behavioral health services. These policies also establish that the County will retain responsibility for the development and implementation of countywide specialty systems, including behavioral health.

These changes are consonant with the County's chosen path toward Physical and Behavioral Health Integration pursuant to Washington State Senate Bill 6312.[58]

For example, policy H-201[59] formerly stated that the County will seek to build and sustain a coordinated regional human services system. It now includes in this policy framework the responsibility to build and sustain a health and behavioral health system as well.

((~~F-299c~~)) **H-201** In coordination with local jurisdictions, funding partners and community partners, King County will seek to build and sustain a coordinated regional health and human services and behavioral health system to provide services, supports, safety and opportunity to those most in need. In carrying out its role in ((~~human services~~)) such systems, King County government will:

a. Work with other jurisdictions and organizations to define a regional health and human services and behavioral health system and strengthen financing, access and overall effectiveness of services;

[58] Proposed Ordinance 2016-0156. For more information on behavioral health integration and 2015 action towards integrating mental health and substance abuse disorder purchasing, see staff report on Proposed Ordinance 2015-0405 through 2015-0408 dated November 12, 2015.

[59] This policy is currently F-299c in the adopted 2012 KCCP, and is proposed to be changed to H-201 as part of the transmitted 2016 KCCP.

b. Collaborate with other funders to assure coordination in how funds are used, and continue to explore improvements to system design, contracting, data collection and analysis;
c. Retain responsibility for the development and implementation of mandated countywide specialty systems for ((~~mental health~~)) behavioral health (including mental health and substance use disorder treatment), physical, emotional and cognitive health, public health, drug and alcohol abuse and dependency, veterans, ((~~public health,~~)) and people with developmental disabilities ((~~services~~));
d. Define its regional role in other human service ((~~systems~~)) and prevention-oriented, including systems that address homelessness, ((~~aging~~)) older adults, domestic violence, sexual assault, crisis diversion and re-entry, early intervention and prevention and youth and family services;
e. Assess and measure the health and needs of King County's citizens on an ongoing basis and modify strategies to respond to changing needs, outcomes, and new research; and
f. Review the effectiveness and appropriateness of this policy framework periodically and revise if needed.

Similarly, policy H-202,[60] which defines the County's priority human service investment areas, includes a section that establishes behavioral health services as a priority investment area.

((~~F-299d~~)) **H-202** King County's priorities for human service investments will be programs and services that help to stabilize and ((~~improve people's lives~~)) strengthen resiliency, and prevent or reduce emergency medical services, crisis services and criminal justice system involvement and costs. King County will focus resources and efforts on programs and services that continue to improve individual and community quality of life, improve equity and social justice, ((~~counterbalance growth in areas costly to communities and taxpayers,~~)) and preserve the resources necessary to collaborate as a true partner in regional human service systems. The following priority investment areas are consistent with other regional plans and initiatives:
a. Effective early intervention and prevention strategies;
b. Job readiness, support for job development in business innovation districts, support for community-based jobs through certification programs that create jobs in health, behavioral health and human services systems and employment to increase self-sufficiency;
c. Affordable housing;
d. Community and economic development activities;
e. Prevention and elimination of homelessness; ((~~and~~))

[60] This policy is currently F-299d in the adopted 2012 KCCP, and is proposed to be changed to H-202 as part of the transmitted 2016 KCCP.

f. Behavioral health services (including crisis services, mental health treatment, substance use disorder treatment, co-occurring treatment, prevention services, early intervention services, recovery services and housing support services); and

((~~d~~)) g. Services and programs that reduce the growth of emergency medical and crisis-oriented behavioral health services and other crisis services and criminal justice system involvement ((~~and costs~~.))

Policy H-203,[61] which focuses on equity and social justice-related principles in human service actions and investments, adds health and behavioral health as well.

((~~F-299e~~)) **H-203** King County will apply principles that promote effectiveness, accountability and equity and social justice. King County embraces the following principles in its health and human service actions and investments:

a. King County will provide information to the community on its health, human services and behavioral health system planning and evaluation activities, funding processes and criteria, and the results of its investments in a transparent, ((~~and~~)) accountable and culturally and audience appropriate manner;

b. King County will uphold federal, state and local laws against discrimination; promote culturally competent, equitable and relevant service delivery; and will work to end disparities in social, health and economic status among communities and people of different racial and ethnic backgrounds;

c. King County shall work with local service providers to provide behavioral health services to low-income individuals in need, including high quality equitable prevention, crisis diversion, mental health, substance abuse disorder and co-occurring treatment services to youth, young adults and older adults. The county will assume primary responsibility for coordinating the provision of countywide behavioral health services, working in partnership with cities and local service providers.

d. King County will encourage approaches that promote recovery and resiliency and support individuals and families to achieve their full potential to live meaningful and productive lives in the community;

((~~d~~)) e. King County will foster integration of systems of care through increased information sharing and collective impact work across agencies and programs for the purpose of improved service delivery, coordination and shared outcomes; and

((~~e~~)) f. Together with its partners, King County will assess and respond to changing human service and behavioral health needs and use data, research, innovation, analysis and evidence-based practices to drive its investments.

[61] This policy is currently F-299e in the adopted 2012 KCCP, and is proposed to be changed to H-203 as part of the transmitted 2016 KCCP.

Thriving and Healthy Communities. The transmitted 2016 KCCP generally reflects the King County Board of Health "Planning for Healthy Communities Guidelines," introduced and passed by the board on March 17, 2011.[62] These are intended to inform land use and transportation planners working at regional, county and city levels of strategies that may improve the health of residents.

New policy H-204 would require the County to support public health investments aligned with these guidelines, which include: access to safe and convenient physical activities; access to healthy and affordable foods; protection from exposure to harmful environmental agents and infectious diseases; access to transportation systems designed to prevent injury; residential neighborhoods free from violence or fear of violence; reduction of tobacco, nicotine, marijuana and alcohol use to prevent under-age exposure; access to social connectivity and stress reduction through community amenities; and access to a range of health services. This is consistent with Board of Health Guidelines and Recommendations on Healthy Community Planning,[63] but there is not yet adopted County policy on these issues.

> **H-204** King County shall apply principles that lead to thriving healthy communities in all neighborhoods of the region. King County will support public health investments that help all residents to live in thriving communities where they have the opportunity to make healthy choices. King County shall support:
> a. Access to safe and convenient opportunities to be physically active, including access to walking, bicycling, recreation and transit infrastructure;
> b. Access to healthy and affordable foods;
> c. Protection from exposure to harmful environmental agents and infectious disease is reduced and minimized;
> d. Access to transportation systems that are designed to prevent pedestrian, bicyclist and driver injuries;
> e. Residential neighborhoods free from violence and fear of violence;
> f. Protection from involuntary exposure to second hand tobacco smoke and under-age access to tobacco products;
> g. Community amenities and design that maximizes opportunities for social connectivity and stress reduction;
> h. A range of health services, including timely emergency response and culturally-specific preventive medical, behavioral and dental care within their community.

Health Equity and Social Determinants of Health. The transmitted 2016 KCCP includes several new sections addressing health equity issues. It includes policy language:

- Requiring the County to support and implement health-related policies and programs that address the social determinants of health and the built environment;

[62] Guideline & Recommendation 11-01
[63] 11-01 (G&R)

- Requiring the County to encourage significant increases in the role and influence of residents living in communities with disproportionately lower health outcomes;
- Recognizing and establishing an intent to address the links between health outcomes and lack of economic opportunity, lack of affordable housing, and poverty;
- Requiring the County explore more equitable distribution of health and human services facilities locations;
- Establishing priority investment areas that include support for job development in business innovation districts, support for community-based jobs through certification programs that create jobs in health, behavioral health and human services systems; and[64]
- Establishing priority investment areas that include community and economic development and affordable housing.[65]

> **H-205** King County will support and implement health-related policies and programs that address the social determinants of health and the built environment, by partnering with health care services, community-based organizations, foundations, other regional agencies, boards, commissions and elected officials to improve public health.
>
> **H-206** King County will encourage significant increases in the role and influence of residents living in communities that have disproportionately lower health outcomes.
>
> **H-207** King County recognizes that poverty, affordable housing and access to economic opportunity for all residents are critical public health issues and will take steps to address these issues through ongoing county plans, programs and funding.
>
> **H-208** King County will explore the co-location of health and human services facilities that are easily accessible, distributed equitably throughout the county, make the best use of existing facilities and are compatible with adjoining uses.

Partnerships. Several policies in the transmitted 2016 KCCP outline the County's aims in relation to partnering with funders, communities and providers to effectuate the delivery of health, behavioral health and human services. Namely, these are all underscored by a goal to limit duplication and increase collaboration.

Policy H-203(e)[66] establishes as a principle in the County's health and human services actions and investments that the County will foster integration of systems of care through increased information sharing and collective impact work.

---

[64] H-202; the language in this policy is included earlier in the staff report.
[65] Ibid.
[66] The language in this policy is included earlier in the staff report.

Policy H-201,[67] adds health and behavioral health to the components that the County will seek to build and sustain (along with human services) within a regional service network in coordination with local jurisdictions, funding partners, and community partners.

These policies are generally consistent with the County's prior role as a coordinator and convener and a range of adopted policies and plans that explicitly seek to limit duplication and increase coordination.[68]

Consistency with adopted policies and plans

Section I: Housing policies
The transmitted 2016 KCCP includes policy language that is inconsistent with or in advance of currently adopted County policies. Staff anticipates that legislation will be transmitted during 2016 to address these inconsistencies, including:

Inclusionary zoning and/or increased density. A number of policies in the transmitted 2016 KCCP, including H-130, include language supporting increased density, either as part of mandatory or incentive policies, particularly near high-capacity transit, or for higher-density housing styles, such as micro-housing. Legislation to implement these potential policies has not yet been transmitted.

Tenant protections. The transmitted 2016 KCCP includes several policies that would increase tenant protections beyond current adopted policy. Legislation to implement these potential policy changes has not yet been transmitted.

Surplus property. There are several proposed changes to how the County could handle surplus property sales within policy H-157 that may conflict with adopted policy.

- The addition of "at a discount" could conflict with policies dictating that funds generated from the sale of some properties must be wholly returned to the department or fund that purchased them. The Council may wish to consider adding language such as "consistent with funding source limitations" to address this issue.

- The ability to sell property "at a discount" is not currently clearly reflected in the King County Code. The Council may wish to clarify the relevant sections of the Code or make changes to the policy in the transmitted 2016 KCCP.

- The policy also allows the discounted sale of property for "other community benefits," which are currently undefined and would be determined through a

[67] Ibid.
[68] Examples include the Area Plan on Aging, the All Home (formerly Committee to End Homelessness) Strategic Plan, 2015-2019, the county's work with Accountable Communities of Health, the Mental Illness and Drug Dependency Service Improvement Plan, among others.

community process. The Council could consider clarifying or defining these benefits either in the 2016 KCCP or in the Code.

Section II: Health and Human Services

The transmitted 2016 KCCP policy language is generally consistent with current adopted policies, plans and initiatives, particularly the "transformation initiatives,"[69] the Consolidated Housing and Community Development Plan, and the All Home Strategic Plan. In the case of initiatives for which planning is underway, staff expects legislation to be transmitted during 2016 to align with the transmitted 2016 KCCP. Specifically:

- **Best Starts for Kids implementation.** Legislation thus far transmitted and adopted since voters approved the Best Starts for Kids levy in November 2015 has been consistent with the policy framework of the transmitted 2016 KCCP. Namely, there has been a concerted effort to align membership on the advisory bodies for the Best Starts for Kids levy, the Children and Youth Advisory Board and the Communities of Opportunity Interim Governance Group, with the equity and social justice principles articulated in the transmitted 2016 KCCP. Furthermore, Executive staff have reported a range of community conversations throughout the county and with particular stakeholder groups in an effort to engage and encourage input from residents living throughout the county, including those in communities disproportionately affected by lower health outcomes. Lastly, work on the general Best Starts for Kids implementation plan due to council on June 1, 2016, which will outline strategies to be funded and outcomes to be achieved by levy-fund expenditures, evidences, thus far, elements of a collective impact approach.

- **Mental Illness and Drug Dependency (MIDD) levy renewal.** MIDD sales tax renewal planning has been undertaken within the context of maintaining a comprehensive continuum of health and human services programming countywide, which is consistent with the policies in the transmitted 2016 KCCP. Staff expect the Executive to transmit the MIDD renewal Service Improvement Plan this summer.[70]

- **Behavioral health integration.** Integrated purchasing of mental health and substance abused disorder treatment began on April 1, 2016; this is the first step toward full behavioral health integration in accordance with Second Substitute Senate Bill (2SSB) 6312. 2SSB 6312 directed the Washington State Department of Social and Health Services to, by 2020, integrate the financing and delivery of physical health services, mental health services and chemical dependency services in the Medicaid program through managed care. At the time, the State created two pathways for achieving this regionalized Medicaid purchasing approach: for regions to "opt-in" and fully integrate physical and behavioral health purchasing in early 2016 through having the state contract with managed care

[69] These are Familiar Faces, Communities of Opportunity, Accountable Communities of Health, and the Best Starts for Kids Levy.

[70] Legislation renewing the sales tax is expected to be separately transmitted in June of this year.

health plans and to administer care for mental health, substance use and physical health or for regions to integrated behavioral health purchasing first and then integrate physical health purchasing by 2020. King County opted for the latter option.[71] Staff anticipates a body of work around full integration that is consistent with the policies outlined in the transmitted 2016 KCCP in years to come.

- **Board of Health healthy communities planning.** Two policies, H-153 and H-204, are consistent with recommendations the Board of Health has adopted to integrate health and equity into County planning and housing development. However, the Council has not yet adopted policy in these areas. Specifically, in policy H-204, there are differences between the policy in the transmitted 2016 KCCP and the Board of Health recommendation, there are deviations. Executive staff indicate that these differences are in response to new regulatory environments. Public Health and Board of Health staff note that the Board of Health materials need to be updated, but there is no plan as of yet about the mechanism for updating these materials nor for the substantive updates themselves. Updates that likely need to be revised are ESJ-related elements since the Board of Health recommendation preceded ESJ policy adoption; healthy housing elements, a subject on which there is currently a Board of Health subcommittee working on guidelines; and changes in response to new regulatory environments for marijuana (legalized sales) and alcohol (sold more widely). Councilmembers may wish to consider how specifically the 2016 KCCP should include policies that may be out-of-date and subject to revision prior to the next four-year KCCP update in 2020. In some cases, for example, including marijuana in a zoning statement in Chapter 2 and not including the Board of Health recommendation on alcohol in Chapter 4, Executive staff did update the transmitted 2016 KCCP language with current information, but those nuances do not necessarily have a basis in adopted County policy at this stage.

<u>Consistency with the Scoping Motion</u>

No issues identified.

<u>Other issues for Councilmember consideration</u>

Creation of Chapter 4. Chapter 4 is a new chapter that is proposed in the transmitted 2016 KCCP, which would consolidate policies on housing and human services from other chapters in the Plan into a single location. As noted in the transmittal, some existing 2012 KCCP policies are shown as being relocated and/or combined with other policies. However, in the transition of these proposed changes into the new Chapter 4, some of the policy language from the 2012 KCCP is not fully retained in the transmitted 2016 KCCP, and these changes are not shown in redline format.[72] Staff analysis of

[71] This option was enacted through Ordinances 18169, 18170, 18171 and 18178.
[72] An example of this is 2012 KCCP policy U-329, which is proposed to be combined into transmitted 2016 KCCP policy H-133 but does not retain 2012 language regarding “alternative land development,

these proposed relocations and combinations is ongoing in order to review for substantive changes to 2012 KCCP policy language.

Section I: Housing

Relevance to non-urban King County. Though housing policies were purposefully moved out of Chapter 2 Urban Communities and into a standalone chapter for application to both urban and rural areas, several policies as proposed only apply to the UGA. One particular CPP, H-4, does give housing affordability direction specific to UGAs. However, all other housing policies in the CPPs apply throughout the county.

Policy H-102 would require the County to encourage and reduce barriers to a wide range of housing, but retains 2012 language limiting this requirement to UGAs. The Council may wish to consider whether to encourage a wide range of housing throughout the County in support of ESJ and other goals.

In addition, as described above, policy H-103 adds mandatory programs to the list of programs that King County, in its role as a regional convener and as local administrator in incorporated areas, must use as tools to plan for housing affordable to all. A reference to "Rural Towns" is proposed to be removed, leaving it to apply to UGAs of the County only.

Section II: Health and Human Services

Ongoing health and human services transformation. The transmitted 2016 KCCP generally reflects Council-adopted policies. It also anticipates, based on policy direction and/or state law, a few bodies of work that have begun in 2016 and will continue over the next several years such as, for example, Behavioral Health Integration. Likewise, Best Starts for Kids planning and implementation are large bodies of work that have begun and will be ongoing in 2016 and onward. Possible renewal of the Mental Illness and Drug Dependency (MIDD) sales tax will also be considered by the Council this fall. And, next year, work towards renewal of the Veterans and Human Services levy will begin as well. Presently, also, Washington State is negotiating with the Centers for Medicare and Medicaid Services in relation to the state's application for a five-year 1115 Medicaid waiver demonstration.[73] If the State is granted this waiver, communities, including King County, may obtain access to funds for projects that align with the policies in the transmitted 2016 KCCP. For example, one of the proposed initiatives, Transformation Projects, in the State's application would enable the pursuit of transformation projects like health system capacity building, care delivery redesign and prevention and health promotion.

The Council may wish to consider whether it may wish to refrain from setting a policy framework in relation to some of this ongoing and pending work in a regional planning document with less flexibility to amend before it has had the opportunity to fully review all of the available options to the County on several of these initiatives. Specifically, the

---

flexible development standards, and construction techniques." The removal of this portion of the policy language is not shown in redline format.

[73] http://www.hca.wa.gov/hw/Documents/waiver_app_public_comment/fedcomm_king_co_10915.pdf

Council may wish to consider the following two policy changes to Policy H-203, which would establish the principles the County will embrace in its health and human services actions and investments, in this light:

- Subsection (c) specifies the County will assume primary responsibility for coordinating the provision of countywide behavioral health services, working in partnership with cities and local service providers. Not all decisions related to how the County will approach full physical and behavioral health integration have been made at this point.
- Subsection (e) specifies that the County will foster integration of systems of care through increased information sharing and "collective impact work." There has been little evaluation on the efficacy of the County's collective impact work thus far, and the County has pending policy decisions in 2016 that may be impacted by the adoption of this policy framework.

Technical Appendix B Housing

Technical Appendix B provides information that is required by the Growth Management Act, including a summary of demographic and household income trends; housing development trends; characteristics and use of the housing stock; and housing need and affordability, including information about homelessness, rental housing affordability trends, housing ownership trends, and resources for affordable housing.

What's new in the transmitted 2016 KCCP?

Technical corrections. The transmitted 2016 KCCP proposes a variety of technical corrections to the appendix and updates to reflect current data and adopted plans.

Consistency with adopted policies and plans

No issues identified.

Consistency with the Scoping Motion

No issues identified.

Other issues for Councilmember consideration

No issues identified.

ATTACHMENTS

1. 2016 KCCP Schedule
2. Frequently Used Acronyms

LINKS

Proposed Ordinance 2016-0155, the underlying ordinance for the proposed 2016 KCCP, can be found at:

http://mkcclegisearch.kingcounty.gov/LegislationDetail.aspx?ID=2594294&GUID=050D99B0-CE2F-4349-BD0D-46D46F673458&Options=ID%7cText%7c&Search=2016-0155

The Council's Scoping Motion, Motion 14351, can be found at:

http://mkcclegisearch.kingcounty.gov/LegislationDetail.aspx?ID=2233471&GUID=8A16CDC8-8A9A-455D-A9E6-00CF10E055A9&Options=ID|Text|&Search=2015-0104

All components of the proposed 2016 KCCP can be found at:

http://www.kingcounty.gov/council/2016compplan/transmittal.aspx

These components include:

- Proposed Ordinance 2016-0155
- 2016 KCCP
- Land Use and Zoning Changes
- Appendix A: Capital Facilities
- Appendix B: Housing
- Appendix C: Transportation
- Appendix C1: Transportation Needs Report
- Appendix C2: Regional Trails Needs Report
- Appendix D: Growth Targets and the Urban Growth Area
- Appendix R: Public Outreach for Development of KCCP
- Attachment: Skyway-West Hill Action Plan
- Attachment: Area Zoning Studies
- Attachment: Development Code Studies
- Attachment: Policy Amendment Analysis Matrix
- Attachment: Public Participation Report

INVITED

- Ivan Miller, KCCP Manager, Performance, Strategy and Budget

[Blank Page]

King County Council
Schedule for 2016 King County Comprehensive Plan
(As of 5/26/16, Subject to change)

March 1	Transmittal of King County Executive's proposed 2016 King County Comprehensive Plan.
March 15 9:30 a.m.	**Briefing in Transportation, Economy and Environment Committee.** Anticipated topics (subject to change): • *Committee review process overview* • *Land use proposals/Area Zoning Studies* • *Chapter 11 Community Service Area Planning* • *Chapter 12 Implementation, Appendix D Growth Targets* **Opportunity for public comment, following the briefing**
April 6 **6:30 p.m.**	**Committee of the Whole Town Hall - Special Evening Meeting** ***Location: Gracie Hansen Community Center at Ravensdale Park (Rock Creek Sports) - 27132 SE Ravensdale Way, Ravensdale WA*** **Opportunity for public comment on proposed 2016 Comprehensive Plan**
May 3 9:30 a.m.	**Briefing in Transportation, Economy and Environment Committee.** Anticipated topics (subject to change): • *Chapter 1 Regional Planning* • *Chapter 3 Rural Area and Natural Resource Lands* • *Chapter 8 Transportation, Appendix C Transportation, C1 Transportation Needs Report* • *Chapter 10 Economic Development* • *Development code updates (Proposed Ordinance 2016-0155)* **Opportunity for public comment, following the briefing**
May 17 9:30 a.m.	**Briefing in Transportation, Economy and Environment Committee.** Anticipated topics (subject to change): • *Chapter 2 Urban Communities* **Opportunity for public comment, following the briefing**
May 31 9:30 a.m.	**Briefing in Transportation, Economy and Environment Committee.** Anticipated topics (subject to change): • *Chapter 4 Housing and Human Services, Appendix B Housing* • *Equity and Social Justice (all chapters)* **Opportunity for public comment, following the briefing**
June 7 9:30 a.m.	**Briefing in Transportation, Economy and Environment Committee.** Anticipated topics (subject to change): • *Climate Change (all chapters)* • *Chapter 5 Environment* • *Chapter 6 Shoreline Master Program* • *Chapter 7 Parks, Open Space and Cultural Resources, Appendix C2 – Regional Trail Needs Report* • *Chapter 9 Services, Facilities and Utilities, Appendix A – Capital Facilities* • *Real Property Asset Management Plan (Proposed Ordinance 2016-0159)* **Opportunity for public comment, following the briefing**
June 21 9:30 a.m.	**Briefing in Transportation, Economy and Environment Committee.** Anticipated topics (subject to change): • *Follow up on identified issues* **Opportunity for public comment, following the briefing**

July 5 9:30 a.m.	**Possible briefing in Transportation, Economy and Environment Committee (due to the July 4 holiday, this meeting may be cancelled).** Anticipated topics (subject to change): • *Follow up on identified issues* **Potential opportunity for public comment, following the briefing**
July 19 9:30 a.m.	**Possible vote in Transportation, Economy and Environment Committee** • *Includes consideration of possible amendments* **Opportunity for public comment**
September 6 Time TBD	**Anticipated public hearing at full Council** **Opportunity for public comment**
September 12 Time TBD	**Possible vote at full Council** • *Includes consideration of possible amendments*

Unless otherwise noted, all meetings will take place in the Council Chambers on the 10th Floor of the King County Courthouse, at 516 3rd Ave, Seattle WA.

2016 King County Comprehensive Plan
Frequently Used Acronyms

APD	Agricultural Production District
CIP	Capital Improvement Program
CPP	Countywide Planning Policy
ESA	Endangered Species Act
FCC	Fully Contained Community
FPD	Forest Production District
GMA	Growth Management Act
GMPC	Growth Management Planning Council
HOT	High Occupancy Toll
HOV	High Occupancy Vehicle
ITS	Intelligent Transportation Systems
KCCP	King County Comprehensive Plan
KCSP	King County Strategic Plan
LID	Low Impact Development
LOS	Level of Service
LSRA	Locally Significant Resource Area
MPP	Multi-county Planning Policies
MPS	Mitigation Payment System
PAA	Potential Annexation Area
PBRS	Public Benefit Rating System
PSRC	Puget Sound Regional Council
RSRA	Regionally Significant Resource Area
RWSP	Regional Wastewater Services Plan
SCAP	Strategic Climate Action Plan
SPPT	Strategic Plan for Public Transportation
SPRS	Strategic Plan for Road Services
SEPA	State Environmental Policy Act
TAM	Transportation Adequacy Measure
TDR	Transfer of Development Rights
TDM	Transportation Demand Management
TNR	Transportation Needs Report
TOD	Transit Oriented Development
UGA	Urban Growth Area
UGB	Urban Growth Boundary
UPD	Urban Planned Development
UTRC	Utilities Technical Review Committee

[Blank Page]

King County

Metropolitan King County Council
Transportation, Economy and Environment Committee

MEMORANDUM

Date: May 31, 2016

TO: Transportation, Economy and Environment Committee Members

FM: Mary Bourguignon, Council Staff

RE: Grant Alerts

The Transportation, Economy and Environment Committee has received notice that the Water, Land and Resources Division of the Department of Natural Resources and Parks has submitted the following grant request to outside funders:

- *-16-022 King County Food System Data Collection Project*
- *-16-023 Wayne Golf Course Back 9 Acquisition*
- *-16-024 Wayne Golf Course Back 9 Acquisition*
- *-16-025 Kitchen Equipment Grant*

ATTACHMENTS:
1. Grant Alert Form

[Blank Page]

16-022

King County
Office of Performance, Strategy and Budget
Chinook Building
401 Fifth Avenue, Suite 810
Seattle, WA 98104

RECEIVED
2016 MAY 12 AM 10:53
CLERK
KING COUNTY COUNCIL

May 9, 2016

MEMORANDUM

TO: Joe McDermott, Chair, King County Council

FM: Jonathan Swift, Deputy Director, Office of Performance, Strategy and Budget

RE: King County Food System Data Collection Project

Enclosed is a King County Grant Alert, advising Council of the department's intent to apply for the above-entitled Grant. This grant application is due to grantor on June 9, 2016, with a potential award of $108,000. If you have any questions, please contact Richard Martin, at 206-477-3876.

cc: King County Councilmembers
Margaret Bourguignon, Council Committee Staff
Patrick Hamacher, Senior Principal Legislative Analyst, BFM Staff
Anne Noris, Clerk of the Council
Jill Andrews, Budget Analyst, Office of Performance, Strategy and Budget (PSB)
Lynn McKiernan Ngarl, Grant Financial Officer, FBOD
Ayesha Kelly, Administrator, PSB
Jo Anne Fox, Budget Analyst, PSB

King County Grant Alert

Department	DNRP
Division	WLRD
Program	AFI
Contact	Richard Martin
Phone	206-477-3876

King County Food System Data Collection Project

Preliminary Project Title

MAY 3 2016

REVIEW/APPROVAL

	Date Rec'vd	Date Appr'vd	Initials
Dept		11-28	
Budget		4/14/16	
OFM Control No.		160222	

BASIC GRANT INFORMATION

Grantor
KCD (Regional Food System Grant Program)

Application Due Date: June 9, 2016

Date Award to be Announced: October 13, 2016

Grantor's Statement of Intent in Letting Grant Proposal

The KCD Regional Food System Grant Program is based on action plans of the King County Local Food Initiative and the Puget Sound Regional Food Policy Council. The program funds food system-related projects with demonstrated public benefit and a link to improving working lands in King County. The program is designed to support projects that contribute to the economic viability of local farmers, encourage new farmers, expand acreage in food production, improve food access, and increase demand for King County farm products. Proposed projects must align with the strategies of the Local Food Initiative.

Potential King County Budget Impact

	2015	2016	2017	2018	2019
Potential Award Amount:			$ 27,000	$ 81,000	
Required CX Cash Match:					
Required Other Match:			$ 35,000	$ 35,000	
Total Potential Value:	$ -	$ -	$ 62,000	$ 116,000	$ -
% of Fund Appropriation:					
Possible FTE Additions:	0.0	0.0	0.0	0.0	

Award Maximums: $100,000
Range of Years Covered: 2

Does this grant replace currently appropriated funds?
☐ YES ☒ NO
If yes, amount displaced:
Source of displace funds:

PRELIMINARY DESCRIPTION OF KING COUNTY PROPOSAL

Component 1: Convening partners to determine data needs, identify existing data sources and methodologies for primary data collection, and understanding appropriate roles and responsibilities of partners.
Component 2: Compile existing food system data and develop public facing data map
Component 3: collect new primary data on agricultural land cover, survey owners of "farmable but unfarmed" land and create and maintain a ledger to track annual net acreage of land brought into production.
Time from existing staff will be allocated to this project and 2 temporary (6 months) field staff will be hired to conduct the land cover data collection and analysis, and assist with landowner surveys.

Future Funding Liabilities (including sun-setting costs, if applicable - see instructions):

EXISTING POLICY/PLAN ENABLING THIS GRANT

Directly contributes to several of the strategies identified in the Local Food Initiative.

REQUIRED KING COUNTY COUNCIL ACTION, IF APPLICABLE

☐ Implementation of this grant will require execution of an Interlocal Agreement. A transmittal of proposed legislation is forthcoming.
☐ Either the application or implementation would benefit from King County Council pre-authorization. A transmittal of proposed legislation is forthcoming.

KING COUNTY FLOOD CONTROL ZONE DISTRICT NOTIFICATION

☐ A copy of this grant alert has been provided to the King County Flood Control Zone District's Executive Committee and Executive Director.

16-023

King County
Office of Performance, Strategy and Budget
Chinook Building
401 Fifth Avenue, Suite 810
Seattle, WA 98104

RECEIVED
2016 MAY 12 AM 10:53
CLERK
KING COUNTY COUNCIL

May 9, 2016

MEMORANDUM

TO: Joe McDermott, Chair, King County Council

FM: Jonathan Swift, Deputy Director, Office of Performance, Strategy and Budget

RE: Wayne Golf Course Back 9 Acquisition

Enclosed is a King County Grant Alert, advising Council of the department's intent to apply for the above-entitled Grant. This grant application is due to grantor on May 2, 2016, with a potential award of $1,500,000. If you have any questions, please contact Tom Beavers, at 206-477-4793.

cc: King County Councilmembers
Margare Bourguignon, Council Committee Staff
Patrick Hamacher, Senior Principal Legislative Analyst, BFM Staff
Anne Noris, Clerk of the Council
Jill Andrews, Budget Analyst, Office of Performance, Strategy and Budget (PSB)
Lynn McKiernan Ngarl, Grant Financial Officer, FBOD
Ayesha Kelly, Administrator, PSB
Jo Anne Fox, Budget Analyst, PSB

King County Grant Alert

Department	DNRP
Division	WLR
Program	RRS
Contact	Tom Beavers
Phone	206 477 4743

Wayne Golf Course Back 9 Acquisition

Preliminary Project Title

MAY 3 2016

REVIEW/APPROVAL

	Date Rec'vd	Date Appr'vd	Initials
Dept		MAR. 4-29-16	
Budget	4/19/16	4/19/16	UBO
OFM Control No.		16-0223	JA
		5/9	

BASIC GRANT INFORMATION

Grantor
RCO - ALEA

Application Due Date
May 2, 2016

Date Award to be Announced
July 1, 2017

Grantor's Statement of Intent in Letting Grant Proposal

Acquisition of the Wayne Golf Course is identified as a priority project for implementation of the WRIA 8 Salmon Conservation Plan Four-Year Work Plan. Further, it is a fantastic regional open space acquisition opportunity that can only be accomplished with multiple partners. This project partners with Forterra, the City of Bothell, One Bothell (a local NGO) and WRIA 8.

Potential King County Budget Impact

	2015	2016	2017	2018	2019
Potential Award Amount:			$ 1,000,000		
Required CX Cash Match:					
Required Other Match:			$ 500,000		
Total Potential Value:	$ -	$ -	$ 1,500,000	$ -	$ -
% of Fund Appropriation:	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Possible FTE Additions:					

Award Maximums: $ 1,000,000
Range of Years Covered: 2.5

Does this grant replace currently appropriated funds?
☐ YES ☒ NO
If yes, amount displaced:
Source of displace funds:

PRELIMINARY DESCRIPTION OF KING COUNTY PROPOSAL

The purpose of this project is to acquire a conservation easement to permanently protect the 39 acres comprising the Wayne Golf Course Back Nine for multiple benefits including but not limited to passive recreational use and habitat restoration. The Wayne Golf Course (89 acres total) is located in WRIA 8 along the Sammamish River, within portions of Sammamish River Reach 1 & Reach 2. Since 1931, Bothell's Wayne Golf Course has served as an important privately-held open space in the Sammamish River Valley. The property—comprising both maintained fairways and greens and extensive natural upland forest—constitutes a scenic view corridor enjoyed by travelers and local residents, and also provides a recreational opportunity for area golfers, diverse habitat for a variety of wildlife, and a host of water resource functions. Permanent protection of Wayne Golf Course as open space would be of great value to the people of Bothell, King County, and the region.

Future Funding Liabilities (including sun-setting costs, if applicable - see instructions,

EXISTING POLICY/PLAN ENABLING THIS GRANT

This project will implement project N340A, as identified by the WRIA 8 Salmon Conservation Plan.

REQUIRED KING COUNTY COUNCIL ACTION, IF APPLICABLE

☐ Implementation of this grant will require execution of an Interlocal Agreement. A transmittal of proposed legislation is forthcoming.
☐ Either the application or implementation would benefit from King County Council pre-authorization. A transmittal of proposed legislation is forthcoming.

KING COUNTY FLOOD CONTROL ZONE DISTRICT NOTIFICATION

☐ A copy of this grant alert has been provided to the King County Flood Control Zone District's Executive Committee and Executive Director.

16-024

King County
Office of Performance, Strategy and Budget
Chinook Building
401 Fifth Avenue, Suite 810
Seattle, WA 98104

RECEIVED
2016 MAY 12 AM 10:53
CLERK
KING COUNTY COUNCIL

May 9, 2016

MEMORANDUM

TO: Joe McDermott, Chair, King County Council

FM: Jonathan Swift, Deputy Director, Office of Performance, Strategy and Budget

RE: Wayne Golf Course Back 9 Acquisition

Enclosed is a King County Grant Alert, advising Council of the department's intent to apply for the above-entitled Grant. This grant application is due to grantor on May 2, 2016, with a potential award of $1,500,000. If you have any questions, please contact Tom Beavers, at 206-477-4793.

cc: King County Councilmembers
Margare Bourguignon, Council Committee Staff
Patrick Hamacher, Senior Principal Legislative Analyst, BFM Staff
Anne Noris, Clerk of the Council
Jill Andrews, Budget Analyst, Office of Performance, Strategy and Budget (PSB)
Lynn McKiernan Ngarl, Grant Financial Officer, FBOD
Ayesha Kelly, Administrator, PSB
Jo Anne Fox, Budget Analyst, PSB

King County Grant Alert

Department	DNRP
Division	WLR
Program	RRS
Contact	Tom Beavers
Phone	206 477 4743

Wayne Golf Course Back 9 Acquisition

Preliminary Project Title

MAY -- 3 2016

REVIEW/APPROVAL

	Date Rec'vd	Date Appr'vd	Initials
Dept		4-28-16	
Budget	4/19/16	4/19/16	
OFM Control No.		16-024	5/9

BASIC GRANT INFORMATION

Grantor
RCO - WWRP Riparian

Application Due Date
May 2, 2016

Date Award to be Announced
July 1, 2017

Grantor's Statement of Intent in Letting Grant Proposal

Acquisition of the Wayne Golf Course is identified as a priority project for implementation of the WRIA 8 Salmon Conservation Plan Four-Year Work Plan. Further, it is a fantastic regional open space acquisition opportunity that can only be accomplished with multiple partners. This project partners with Forterra, the City of Bothell, One Bothell (a local NGO) and WRIA 8.

Potential King County Budget Impact

	2015	2016	2017	2018	2019
Potential Award Amount:			$ 1,000,000		
Required CX Cash Match:					
Required Other Match:			$ 500,000		
Total Potential Value:	$ -	$ -	$ 1,500,000	$ -	$ -
% of Fund Appropriation:	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Possible FTE Additions:					

Award Maximums: $ 1,000,000
Range of Years Covered: 2.5

Does this grant replace currently appropriated funds?
[ ] YES [X] NO
If yes, amount displaced:
Source of displace funds:

PRELIMINARY DESCRIPTION OF KING COUNTY PROPOSAL

The purpose of this project is to acquire a conservation easement to permanently protect the 39 acres comprising the Wayne Golf Course Back Nine for multiple benefits including but not limited to passive recreational use and habitat restoration. The Wayne Golf Course (89 acres total) is located in WRIA 8 along the Sammamish River, within portions of Sammamish River Reach 1 & Reach 2. Since 1931, Bothell's Wayne Golf Course has served as an important privately-held open space in the Sammamish River Valley. The property—comprising both maintained fairways and greens and extensive natural upland forest—constitutes a scenic view corridor enjoyed by travelers and local residents, and also provides a recreational opportunity for area golfers, diverse habitat for a variety of wildlife, and a host of water resource functions. Permanent protection of Wayne Golf Course as open space would be of great value to the people of Bothell, King County, and the region.

Future Funding Liabilities (including sun-setting costs, if applicable - see instructions,

EXISTING POLICY/PLAN ENABLING THIS GRANT

This project will implement project N340A, as identified by the WRIA 8 Salmon Conservation Plan.

REQUIRED KING COUNTY COUNCIL ACTION, IF APPLICABLE

[ ] Implementation of this grant will require execution of an Interlocal Agreement. A transmittal of proposed legislation is forthcoming.
[ ] Either the application or implementation would benefit from King County Council pre-authorization. A transmittal of proposed legislation is forthcoming.

KING COUNTY FLOOD CONTROL ZONE DISTRICT NOTIFICATION

[ ] A copy of this grant alert has been provided to the King County Flood Control Zone District's Executive Committee and Executive Director.

16-025

King County
Office of Performance, Strategy and Budget
Chinook Building
401 Fifth Avenue, Suite 810
Seattle, WA 98104

RECEIVED
2016 MAY 12 AM 10:53
CLERK
KING COUNTY COUNCIL

May 9, 2016

MEMORANDUM

TO: Joe McDermott, Chair, King County Council

FM: Jonathan Swift, Deputy Director, Office of Performance, Strategy and Budget

RE: Kitchen Equipment Grant

Enclosed is a King County Grant Alert, advising Council of the department's intent to apply for the above-entitled Grant. This grant application is due to grantor on June 30, 2016, with a potential award of $3,200. If you have any questions, please contact Dee Mooney, at 206-477-9921.

cc: King County Councilmembers
Cliff Curry, Council Committee Staff
Patrick Hamacher, Senior Principal Legislative Analyst, BFM Staff
Anne Noris, Clerk of the Council
Jo Anne Fox, Budget Analyst, Office of Performance, Strategy and Budget (PSB)
Lynn McKiernan Ngarl, Grant Financial Officer, FBOD
Ayesha Kelly, Administrator, PSB

King County Grant Alert

Department	DAJD
Division	Juvenile
Program	NSLP
Contact	Dee Mooney
Phone	206 477-9921

Kitchen Equipment Grant

Preliminary project title

MAY - - 6 2016

REVIEW/APPROVAL

	Date Rec'vd	Date Appr'vd	Initials
Dept	5/3/2016	5/3/2016	WPH
Budget	5/6/16	5/6/16	
OFM Control No.	16-025 JF		

BASIC GRANT INFORMATION

Grantor (list branch of government or private foundation)
2016 Fuel up to play 60 School Nutrition Equipment Grant

Application due date
June 30, 2016

Date award will be announced
Fall 2016

Grantor's statement of intent in letting RFP

Fuel Up to Play 60 is pleased to offer schools and school districts School Nutrition Equipment Grants of up to $5,000 per school for the 2016-2017 School Year. The purpose of these grants is to assist School Nutrition Directors in the purchase of equipment that will enhance the long term implementation of your school lunch and breakfast programs. Schools may apply individually, or districts may apply for multiple schools within their district. Each school involved in the application, whether applying as part of a district, or applying as an individual school, may apply for up to $5,000 worth of school nutrition equipment.

Potential King County budget impact

	2016	2017	2018	2019	2020
Potential award amount	$3,200				
Required CX cash match					
Required other match					
Total potential value	$ 3,200	$	$	$	$
% of total agency approp.	%	%	%	%	%
Possible FTE additions	0				0

Award Maximums
Range of years covered: 1
$'s 3200

Does this grant replace currently appropriated funds?
☐ YES ☒ NO
If yes, **Amount** displaced: $
Source:

PRELIMINARY DESCRIPTION OF KING COUNTY PROPOSAL

See guidelines on reverse -- **summarize, then attach separate sheets if more detail is appropriate**

Purchase of a new steam table to maintain proper food temperatures of foods on the serving line, for youth in Detention and the day students at Alder Academy.

Future Funding Liabilities (including sunsetting costs, if applicable -- see instructions):

EXISTING POLICY/PLAN ENABLING THIS GRANT

N/A

IS COUNCIL ACTION DESIRED OR REQUIRED?

☐ Implementation of this grant will require execution of an Interlocal Agreement

☐ Either the application or implementation would benefit from Council pre-authorization (a transmittal of proposed legislation is forthcoming)

YSC-Kitchen-050216-GrantAlert by ds as of 5/3/2016 1:41 PM