

Memorandum

To: TPC Members
From: Guy VanRensselaer
Date: 2/9/2006
Re: TPC Retreat

At our 2/18 retreat we will be looking at Metro's 2006 goals, as well as looking forward to the future of Transit in the Madison area. I propose that we use a process to look at our current realities (structures, policies, modus operandi, etc.) and then compare these with Metro's 2006 goals. Then we can use a similar process to define our desired future.

The very nature of this activity reveals a gap between our current reality and our desired future. Planning for the future (strategic or tactical) is about closing the gap between the two.

This type of process was developed by MIT in order for an organization to identify the critical thing(s) it must do in order to achieve its desired future.

If you have any questions or observations feel free to contact me at 267-1136 or by e-mail at gvanrensselaer@cityofmadison.com.

CONFIDENTIAL

Metro 2006 Strategic Annual Plan (DRAFT: 01/06/06 – with input by CSOS)

Goal #1: Increase Ridership (Measure of goal: number of trips compared to previous reporting periods, combination of new riders & more use by present riders).

Strategies/Methods:

A. Improve service through strategic redistribution of service hours and/or new funding sources, improved phasing, reduced travel-time, and on-time performance.

- Improve service and obtain ridership growth through implementation of West and South-side service changes in Fall of 2006, including introduction of NW Transfer Point in Middleton and connecting route service between STP and ETP. This route re-structure will be the major annual effort in identifying opportunities for reduction of duplication, re-allocation of resources from under-utilized routes to more productive services and as the means of anticipating budget needs for 2007. In the lead-up to implementation, a variety of tools will be used to identify those opportunities – including surveys, Automatic Passenger Counter (APC) data, Genfare farebox data, customer feedback, listening sessions and public hearing. Extensive information will be provided to passengers about proposed service changes and known issues will be identified for TPC review and discussion.
- Conduct further service planning discussions with Sun Prairie, Oregon/Stoughton, Cross Plains and other communities indicating an interest in service. Pursue discussions with McFarland (if they are interested) in connection with potential service extension to the Marsh/Siggelkow Road area (Habitat for Humanity).
- Continue efforts to improve “phasing of service” (timing relationship among routes) along main transit corridors.
- Simplify schedules where possible, including more limited use of “vias” or clearer identification through re-numbering or lettering.
- Implement travel-time improvements through scheduling and interlining (utilizing APC and GFI data) as each Ride Guide is produced;
- Work with TE on potential application(s) of signal prioritization at selected locations in the transit system’s service area.
- Improve on-time performance for Fixed-route and paratransit services – continuing to use AVL system to track actual travel time patterns and modifying schedules route-by-route as data becomes available; Track on-time performance for paratransit contractors through info required of contractors previously negotiated in 1/01/06 contracts.

B. Expand use of Unlimited Ride Pass and other ridership incentives.

- Continue to pursue opportunities for expanded ridership through implementation of Unlimited Ride Pass Agreements, Commuter Choice programs, and other employer incentives to induce increases in ridership;

C. Improve passenger amenities/aids.

- Acquire additional digital signs (w/real-time schedule info) for appropriate locations.
- Introduce real-time schedule info to Metro Website for use by passengers with PCs or hand-held devices.
- Pursue bids for obtaining attractive, back-lit shelters with advertising as a means of obtaining additional passenger shelters and revenues.
- Continue bus stop sign replacement program - with focus on west and south, in connection with service changes.

- For FY07 capital budget consider the possibility of a pilot project to test introduction of heating elements in shelter(s) at one or more Transfer Points.
- Continue to work with the City on expanding the number of sites with boarding pads, shelters, and benches - piggy-backing on the City's sidewalk replacement program and incorporating requirements in development plans.

D. Target marketing efforts in connection with service improvements, in addition to normal UW/MATC campus efforts. (Note: 2006 Marketing Plan will provide further detail).

- Target promotions to service expansion areas.
- Use various tools to obtain input on planned service changes, including residential surveys, employer surveys, neighborhood listening sessions, focused passenger surveys, driver surveys, APC and GFI data – as appropriate.
- Promote commuter choice and unlimited ride pass programs at employer sites.
- Maintain and improve mymetrobus.com website for visitors to website, work with DMI/Chamber for mailings to conventions, etc.
- Conduct a survey of ADA paratransit clients to assess level of satisfaction and glean insight into possible means of inducing use of fixed-route transit (rather than paratransit) service.

E. Develop further park and ride lots:

- (1) Introduce ETP Park & Ride lot.
- (2) Explore possibility of having park & ride lots in vicinity of WTP, STP, and Alliant Energy Center.

F. Continue active involvement in land use planning process, including new plats, neighborhood plans, single parcel re-development.

G. Continue active participation in Transport 2020#2 study process concerning alternative mode discussions with Board and at Tech Committee levels. Keep TPC aware of discussions/sentiment expressed at Transport 2020 meetings and sub-committee meetings about regionalizing the transit system.

H. Continue active involvement with Mayor's staff et al to study feasibility/plan a streetcar service; and with Transport 2020 Study.

Goal #2: **Reduce Costs***

Strategies/Methods:

A. Develop and implement plans for redistribution of services for service efficiencies.

- Implement West and South-side service changes in Fall of 2006, following public input. Use this plan as the major means of identifying opportunities for reduction of duplication, re-allocation of resources from under-utilized routes to more productive services, and to meet budget needs for FY07. Utilize a variety of tools: surveys, Automatic Passenger Counters, GFI data, and other methods to develop service changes proposals. Keep in mind needs of populations of low income, disabled, students and those households that either by necessity or choice have no automobile available to them.

Note: * Alternatively combine Goals#2 and 3 as: "Bring Level of Service and Financial Resources into Alignment", then use sub-sections for costs and revenues.

B. Continue focus on personnel management issues.

- Reduce overtime through scheduling routines, assignment of extra sections, and continuous hiring program;
- Reduce workers compensation time loss through supervisory involvement in monitoring driver off/work/light duty status.
- Monitor absenteeism closely.
- Work to maintain positive employee morale.

C. Identify and implement efficiencies in paratransit services

- Go out to bid for In-Person Functional Assessments for paratransit applicants.
- Monitor Pilot Program and determine whether it should continue.
- Work with County to obtain maximum Medicaid or other funding (as applicable) for paratransit trips, and with the Statewide Study group for application of Medicaid funding for fixed route services.
- Maintain templates for paratransit subscription services for increased efficiency in scheduling, and increase the number of templates to the extent possible.
- Work to boost productivity as measured by rides/hour.

D. Miscellaneous:

- Explore whether the joint purchase of diesel fuel with other City Departments is advantageous to Metro.
- Utilize MG&E grant to offset fuel costs related to introduction of low sulfur fuel.
- **Explore potential use of bio-diesel fuel/ impact on cost.**

Goal #3: **Increase Revenues/Sources***

Strategies/Methods:

(A) Increase number of contracting partners.

(B) Pursue new grant funding where opportunities arise in TEA-LU, including:

- Expanded use of Reverse Commute funds to new service communities, as may be applicable.
- Potential funding through New Freedoms Initiative;
- Additional capital funds through routine expansion of diamond lanes.
- **Funding, as may exist, for increased security purposes.**

(C) Seek new advertising revenue possibilities, including advertising in shelters.

(D) Review Fare Structure for potential changes in Special Event and other fares.

(E) Look for opportunities to partner with more special event service providers.

(F) Work with TDM programs to enhance ridership/passenger revenue.

(G) Pursue donations of passenger amenities.

Note: * Alternatively combine Goals#2 and 3 as: "Bring Level of Service and Financial Resources into Alignment", then use sub-sections for costs and revenues.

- (H) Pursue Medicaid funding for eligible fixed-route patron ridership.
- (I) Pursue Medicaid funding for eligible paratransit trips (beyond MA Waiver Program).
- (J) Keep abreast of proposed WURTA legislation concerning Regional Transit Authority legislation (including funding mechanism).
- (K) Keep abreast of potential for CITGO fare subsidy for low-income persons within context of cost and competitive bidding needs.

Goal #4: Increase operational efficiency and effectiveness

Strategies/Methods:

(A) Facility improvements:

- Work towards implementation of the Facility Master Plan, identify funding sources, etc.
- Install additional signage at Facility to provide clear directions for vendors, customers, and employees.
- Rehabilitate North and South Transfer Points.
- Move existing shelters to new locations to accommodate advertising shelters, as applicable.

(B) Fleet improvements:

- Continue updating current mainline fleet with acquisition of 16 forty-foot Gillig low floor buses (current contract).
- Go out to bid to replace 16 paratransit vehicles.
- Develop specs and go out to bid for hybrid-electric buses.
- As engine warranties expire, develop a comprehensive engine preventive maintenance program to prevent turbo-engine failures, and for in-chassis rebuilds.

(C) Staff Assignments/Concentration areas:

- Concentrate on development of Training Manual for bus operators.
- Train all employees on APM 3-5.
- Continue re-training program for bus operators – goal 33% of drivers. Concentrate on good customer relations and security/safety in training and re-training programs. Evaluate effectiveness of training program elements on a regular basis.
- Concentrate on timely and effective follow-up on service complaints, including application of discipline.

(D) Pursue staffing improvements in Budget plans for FY07 as identified in updated Five Year Staffing Plan, with emphasis on staffing support for advanced ITS programs.

(E) Create efficiencies in billing, budgeting, and financial forecasting:

- Introduce a new accounts receivable system that will allow more efficient tracking and allocation of invoices;
- Pursue implementation of a new budgeting program that will provide fiscal forecasting and planning tools.

(F) ITS program:

- (1) Continue working with Siemens (contract extension and budget amendment may be necessary for some items) to include additional elements of program, including:
 - software and hardware links for Siemens/GFI to obtain passenger boarding data to the bus stop level;
 - single point of driver log-in on buses for all ITS/AVL features
 - modification of destination sign program to allow automated changing of sign messages synchronized with external announcement messaging;
 - trouble-shooting the Siemens "Webwatch" feature to allow real-time bus location data to be accessed via an Internet connection;
 - explore additional methods for delivering real-time schedule info to the public.
- (2) Develop and document helpful queries for staff use in gathering requested ridership and revenue data quickly from APC and GFI data.
- (3) Monitor APC vehicle assignment for compliance with data collection program set-up; re-wire APCs where necessary, re-deploy APCs as desired.
- (4) Monitor functioning of Unlimited Ride Pass de-programming function for voided passes.
- (5) Monitor passenger loads for routes – looking for patterns of overloads or under-utilization.
- (6) Monitor data being downloaded by paratransit contractors via the Internet (effective 01/01/06); and expand type of data as feasible.
- (7) Utilize ITS data in Contract Negotiations and Billings for Unlimited Ride Pass contracts and in reporting data to NTD.
- (8) Modify Dispatch Office procedures as necessary to accommodate the introduction of automated dispatching software (Trapeze Ops) and additional AVL system applications (Siemens).

(G) Alternative Fuels:

- Continue use of ultra-low sulfur diesel fuel
- Go out to bid for Hybrid Diesel-Electric buses.

Goal #5: Increase Security/Improve Security Preparedness

Strategies/Methods:

- A. Secure approval for Security/Safety Plan.
- B. Work with Dane County Department of Emergency Management in the development and implementation of an Emergency Support Function (Plan) for Transportation.
- C. Work with Police Dept. and MMSD to address youth conduct on the buses, at the transfer points, and in the vicinity of bus stops.
- D. Provide ongoing training to Supervisors and Operators to teach operators skills and techniques for maintaining a safe environment on the bus.
- E. Utilize security cameras at STP and on-board buses to best advantage for security in those areas.
- F. Schedule special MPD training for Metro Ops Supervisors on defusing altercations and dealing with violent people.
- G. Research additional funding sources for provision of increased security for above-stated projects.

Metro Transit System (02/08/06)

draft

2006 Marketing & Customer Services Overview

-- Programs to Support 2005 Strategic Annual Plan --

GOAL #1: INCREASE RIDERSHIP

- A. STRATEGIC REDISTRIBUTION OF SERVICE HOURS:** Schedule and hold listening sessions at Neighborhood Association and other meetings which can be scheduled in a Feb/March timeframe. Provide extensive information to passengers about proposed service changes utilizing flyers, radio, television, newsletters, web advertising as well keeping complete and updated information posted on Metro's Web Site, mymetrobus.com. - requesting customer feedback. Conduct four surveys in areas currently unserved. Review APC data for routes considered for change and augment data with field observations by supervisors where needed to augment data. Provide TPC with "known issues" for review and discussion.
- B. UNLIMITED RIDE PASS AND OTHER RIDERSHIP INCENTIVE PROGRAMS:** Continue providing assistance to current Unlimited Ride Pass program partners in promoting those programs. Reach out and work with other businesses interested in implementing Unlimited Ride Pass and other Ridership Incentive programs.
- C. IMPROVE PASSENGER AMENITIES**
- Work with city on installation of Digital Real-time signs at two key Capitol Square boarding locations, and with UW-Madison on installation at one key campus location.
 - Introduce real-time schedule info to Metro website and promote the "real-time" schedule information when it becomes available.
 - Keep shelter maps and schedules up-to-date and install displays in State Street shelters.
 - Promote Mymetrobus.com website and Internet Trip Planner utilizing electronic, print, radio and television media.
 - Staff Metro Bus Booth at "high traffic show and tell" events.
 - Work with Metro Information Services and Planning staff to update internal and external voice/visual announcements and exterior destination signs on buses for Fall route service changes.
 - Develop a plan related to potential advertising in shelters for TPC review, and go out to bid once policymakers have approved the proposal.
- D. TARGET MARKETING OF SERVICE IMPROVEMENTS:**
- Target marketing efforts to areas to service change and/or expansion areas to maximize ridership potential on those routes, including Bus Booth appearances.
 - Work with Chambers of Commerce where appropriate in promoting new services.
 - Promote service on campuses and at businesses where Unlimited Ride Pass and Commuter Choice programs exist – to maximize ridership.
 - Use mymetrobus.com and Metro's Rider Alert E-mail newsletters to communicate service improvement plans, meetings and other marketing efforts.
 - Maintain and improve mymetrobus.com website, working with City IS on formatting in city-adopted style.
 - Communicate service change boundaries to paratransit .
- E. ECONOMIC SAVINGS MESSAGING:** Continue print, television and radio spots to point out the *economic benefits/savings* associated with using transit. Also promote the value of people's time and quality of life benefits of transit. Market the accessibility of fixed route services.

C. IMPLEMENT MARKETING/CUSTOMER SERVICE REAL-TIME SOFTWARE PROGRAMS
as they become available and promote and explain to customers.

D. ALTERNATIVE FUELS: Promote the value of ultra-low sulfur diesel fuel. Implement new campaign, "Breathe Easy. This bus runs on ULSD Fuel" campaign with bus signboards and supplement with print and/or radio advertising.

GOAL #5: INCREASE SECURITY/IMPROVE SECURITY PREPAREDNESS

A. MARKETING & CUSTOMER SERVICES MANAGER continues to participate in Dane County Public Information Officers planning group. Communicate with other Metro staff on a regular basis.

B. PREPARE INFORMATIONAL MATERIALS for Metro facility and employees as needed.

-- Continue On-Going Programs --

GOAL #1: ATTRACT NEW RIDERS

1. **Closed-Captioned Ads:** Continue closed-captioning of all television spots.
2. **Commuter Choice Campaign:** Provide brochures and related materials to interested employers and maintaining information at mymetrobus.com
3. **Sense of Community Campaign.** Utilize existing television and radio spots emphasizing, "You never know who you may meet," "value of your time," friendly drivers and customer service representatives.
4. **Image Campaign:** Utilize existing television spots targeted at adults, communicating work commutes, economic value, convenience, Rack-N-Roll and safety; and targeted at high school and college youths, communicating convenience, safety and shopping trips.
5. **Winter Campaign:** Communicate reliability of Metro during winter months.
6. **Apartment Residents:** Place ad in *Apartment Showcase* guide, in turn receiving *free* two-page directory of all Metro bus routes that serve apartment advertisers in the guide.
7. **Annual Guides/resources:** Create print advertisements for publications that have a long "shelf life," such as SBC Yellow pages, Middleton Yellow Pages, commercial maps, etc.
8. **Rack-N-Roll:** Distribute Rack-N-Roll information piece. Utilize "bike rack display" with Bus Booth at Farmers' Market, Bike to Work Week events, etc.
9. **Try a Different Mode Week:** Staff Bus Booth/bike rack on Library Mall.
10. **English as a Second Language (ESL) Outreach:** Continue to translate ads into Spanish for print publications, La Movida radio and Univision TV stations and to send news releases to *Nuestra Comunidad en La Nacion*. Metro Customer Service staff will continue to train individuals on board a bus in the Metro parking lot and explain how to pay the fare, where the pull cords are, etc. Expand *trainer pass* program to ESL organizations so that they may help others learn how to make basic trips (i.e., which bus to take to the grocery store, where to transfer, etc.). Most of Metro's Ride Guide, our "feedback" form and paratransit information have been translated into Spanish. It is available upon request and on our web page. Provide translation services for customers who call into the Customer Service Center.
11. **Pass Program Campaigns:** Design and order Unlimited Ride Passes for all such programs. Conduct

1. **Image and Information:** Publish the Annual Report. Distribute to policy makers, union stewards and officials, Metro employees, Metro business partners, area opinion leaders and other interested parties.
2. **Public Transportation Partnership for Tomorrow (PT2):** Utilize the American Public Transportation Association's Public Transportation Partnership for Tomorrow (PT2) campaign materials, designed to raise awareness of the importance of public transit to all Americans from every walk of life. A nationwide education and outreach initiative, the campaign is designed to strengthen support for public transportation among the public and local, state and federal officials in order to positively impact funding decisions.
3. Refer to Image campaigns and Enhance Metro Image.

GOAL #6: COMMUNICATE WITH EMPLOYEES

***Park & Read* Employee Newsletter:** Metro's employees are valued customers. To keep them informed, we will continue to publish the *Park & Read* employee newsletter.

CITY OF MADISON, WISCONSIN

A SUBSTITUTE RESOLUTION
adopting the recommendations of the 2004-2008
Transit Development Program for the Madison
urban area as a framework to guide transit
system development over the 2004-2008 period.

PRESENTED June 1, 2004
REFERRED TPC (lead), BOE, LRTPC

REFERRERED _____

REPORTED BACK JUL 20 2004

Drafted by: Catherine S. Debo, Transit
General Manager

ADOPTED POF _____

Date: May 17, 2004

RULES SUSPENDED _____

PUBLIC HEARING _____

Fiscal Note: The Transit Development
Program contains recommendations which could
have a long-term effect on the cost and revenues
of the transit system. Implementation of the
recommendations will be assessed as a normal
part of future year annual capital and operating
budget deliberations, subject to Common
Council approval.

APPROVAL OF FISCAL NOTE IS NEEDED
BY THE COMPTROLLER'S OFFICE
Approved By
T. J. Frick
Comptroller's Office

RESOLUTION NUMBER 61725
ID NUMBER 36215

SPONSORS: Alders Konkell, Golden, and Webber

PREAMBLE

The Metropolitan Planning Organization (MPO) prepares a Transit Development Program (TDP) for the Madison Urban Area approximately every five years to serve as a medium-range strategic plan and improvement guide for Metro Transit (Metro) in cooperation with the transit system, and additionally prepares guidelines for other transit and paratransit-type services in the Dane County area.

The last TDP for the Madison urban area was adopted in March 1999. Almost all of the Metro-proposed improvements suggested in the 1998-2002 TDP have been implemented. The MPO has been engaged in updating the Madison urban area TDP for the past year and a half and is now seeking adoption by the Transit & Parking Commission and City of Madison of the 2004-2008 TDP.

WHEREAS, a 2004-2008 Transit Development Program (TDP) for the Madison Urban Area has been developed by the Madison Metropolitan Organization (MPO) in cooperation with Metro Transit staff to guide transit system development over this five-year period within the framework of the Regional Transportation Plan; and

WHEREAS, the many factors which have an impact on transit service design and usage, including residential and business development, socioeconomic characteristics of the population, changes in travel and living patterns, service trends and performance, and capital and operating costs and revenues, have been considered; and

WHEREAS, the TDP recognizes that most new population and employment growth will occur on the periphery of the Madison area and in suburban communities in the metropolitan area, resulting in a continued shift in travel patterns, and recommends continued service improvements to accommodate these trip-making needs in the metropolitan area; and

WHEREAS, the TDP also supports continued emphasis on improvements in transit service to the downtown Madison and UW-Madison campus area, recognizing that it will remain the largest employment/activity center in the urban area and will continue to have the greatest potential for generating transit trips; and

WHEREAS, the TDP made the following key findings about Metro Transit and the environment in which transit service is operated:

Metro's Transfer Point System and Fixed Route Services

- The 1998 implementation of the timed transfer point system has allowed Metro to serve as effectively as possible the developing employment/activity centers and residential neighborhoods on the expanding urban fringe of the Madison area, while continuing to provide the highest levels of service to central Madison.
- Since an inevitable period of adjustments with the new system in 1998-1999, ridership has increased and service efficiency has improved in recent years. Despite a decrease in overall service hours from 2000 - 2003, service improvements have continued to be made through strategic reallocation of hours.
- The large number of commuter routes, along with the core routes, provides most Madison area residents with direct service to the downtown/UW campus area (where around 80% of the peak-period trips are destined) without the need to transfer. In fact, the transfer rate has not significantly increased since implementation of the transfer point system because of the commuter route service overlay during peak hours. The transfer rate is currently estimated to be around 9% of all passengers.
- One of the challenges of the transfer point system is providing for good spacing of buses in transit corridors leading to the downtown/UW campus area, while at the same time maximizing convenient transfer opportunities. A prior problem, related to the need for timed transfers at Transfer Points, which resulted to the bunching of buses in major corridors in the Isthmus, has to a great degree been addressed by the implementation in January 2004 of the "offset pulse" at the East Transfer Point. As a result of that change, fifteen (15) minute headways (frequency) off-peak and 7.5 minute headways during the peak have been instituted on weekdays in the Jenifer St. and Johnson/Gorham corridors and in other downtown areas - producing savings for the system for investment in service improvements.
- The transfer point system has allowed Metro to more effectively serve developing employment centers and neighborhoods on the urban fringe with cross-town and reverse commute service.
- Although there has been some service reduction since implementation of the Transfer Point System (TPS), the number of service hours in 2003 was still 13% higher than the total in 1997 prior to implementation of the TPS - and represented a more financially sustainable level of service.
- Travel time continues to be the most significant deficiency with Metro service, due to the limited number of commuter routes providing limited-stop service.

Environment in which transit services are operated:

- Employment centers on the Madison area's East and West sides have accounted for much of the area's employment growth, but the downtown/UW campus area (including upper Park Street), still has by far the highest concentration of employment.
- The location, densities, and design of the developing peripheral employment centers make them difficult to serve efficiently with transit.
- While there are concentrations of more transit-dependent population groups in certain areas, there are large numbers of them throughout the Madison metropolitan area.

WHEREAS, based upon these and other findings in the TDP report, the TDP makes the following recommendations:

Transit Corridors

1. Continue mapping potential future bus routes, and promote transit-supportive land use and site designs in these corridors.
2. Identify opportunities to utilize transit priority treatments and measures in order to increase bus travel speeds through major transit corridors.
3. Conduct pilot study to test a transit signal priority system in one corridor.
4. Re-evaluate the best corridor(s) for start-up high capacity transit service and consider flexible technologies that allow use of non-rail corridors as part of Phase 2 of the Transport 2020 Study.

Metro Transfer Point System (Overall Service/Operations)

1. Evaluate the feasibility of adding additional transfer point(s) (e.g., Northwest, Southeast, Campus) into route system.
2. Continue efforts to improve the phasing of buses, where feasible, in transit corridors approaching and running through the downtown/UW campus area.
3. Continue to identify opportunities for improving bus travel times through scheduling, interlining of routes, increasing route directness, traffic signal prioritization, and other strategies.
4. Evaluate the feasibility of implementing alternative types of service (flex route, point deviation, demand responsive) in lower density areas during off-peak hours and on weekends and holidays.

Fixed-Route Service Improvements

Pursue the following service improvements, recognizing that for budgetary reasons improvements to be implemented at least through 2005 will need to be done primarily through strategic redistribution of service hours and increased service efficiencies:

1. Evaluate route services on Madison's West side and in the City of Middleton in order to improve service and extend routes to developing areas.
2. Evaluate improvements to and restructuring of South side service to improve travel times and off-peak and weekend service frequency.
3. Work with UW-Madison to continue to improve service to the campus through (a) the addition of more routes that penetrate the central campus area, (b) providing for a better transfer connection to the campus bus route, and (c) meeting capacity needs on the campus route.
4. Add more limited-stop commuter service to the downtown/UW-Madison campus area as opportunities arise.
5. Improve service to The American Center.
6. Work with City of Fitchburg to extend commuter service to Fitchburg Center and the new Technology Campus, and explore extension of off-peak service to the commercial areas along McKee Road.
7. Extend commuter service to developing residential neighborhoods and suburban communities when feasible.

Metro Paratransit Service

1. Continue efforts to improve the efficiency of service through development of scheduling templates, reducing no shows, vendor and labor contracts, use of advanced technology, and other means.
2. Utilize intelligent transportation systems (ITS) technologies to continue to improve monitoring of on-time performance of Metro service.
3. Continue to work with Dane County Human Services (DCHS) staff and service agencies to spread out client trips to address peak period capacity issues and improve service efficiency.
4. Evaluate the mix of in-house versus contracted paratransit service.
5. Continue to encourage migration of passengers from paratransit to fixed-route service, where possible, through training programs and incentives.

Area Specialized Transportation

1. DCHS, Metro, and MPO staff should continue efforts to improve coordination and avoid duplication of Metro paratransit and county specialized transportation services.
2. DCHS and MPO staff should conduct an analysis of the county's Rural Senior Group Ride service to address service coordination, equity, and effectiveness.

Facilities, Vehicles & Intermodal Connections

1. Develop park-and-ride lots at the bus transfer points and other locations (e.g., shopping centers) where opportunities arise.
2. Develop a comprehensive Metro bus stop inventory to assist in prioritizing bus stop improvements.
3. Identify opportunities to incorporate transit amenities as part of street and sidewalk (re)construction projects.

4. Madison Metro should work with Planning Unit and Real Estate staff to explore innovative long-term strategies to facilitate the acquisition of land necessary to improve transit access.
5. Continue efforts to reduce emissions from buses through use of cleaner fuels and pollution control technologies. Consider purchase of alternative fuel vehicles as part of future order.
6. Provide Metro bus schedule information to intercity bus companies and explore potential transfer sites with them to better coordinate intercity and local bus services.

Funding & Fares/Transportation Demand Management (TDM)

1. Continue efforts to maximize public and private funding sources.
2. Continue marketing efforts for the Commuter Choice program.
3. Continue to look for opportunities to expand unlimited ride pass programs to additional large or large associations of employers.
4. Increase City of Madison/MPO staff resources and funding for incentives and support services for the MPO Rideshare Etc. program and other TDM efforts.
5. Pursue acquisition of high tech "smart card" fare collection equipment for integration into new Metro ITS technology.

Service Coordination and Planning

1. MPO staff should work with the City of Monona to evaluate possible improvements to the City's off-peak service, integrating it with Metro service to improve both service and efficiency.
2. MPO and Metro staff should explore opportunities to coordinate other area transit services (e.g., shared-ride taxi service in Sun Prairie) with Metro service.
3. Continue Metro staff involvement in City of Madison land use planning and development review processes. Encourage other area communities to involve Metro staff in their processes to ensure transit-supportive land use and design.
4. Use ITS data for route scheduling, service and bus stop amenity planning. Update fixed-route service standards to incorporate additional data to become available with the ITS.
5. Seek regional agreement on a new financing and governance structure for area-wide transit service that will allow implementation of TDP and Transport 2020 study recommendations.
6. Carefully consider how any new high capacity transit service implemented in the East-West Corridor would be coordinated with a restructured local route system.
7. Metro and City of Madison Planning Unit staff should identify opportunities for promoting transit-supportive development around and near existing and future bus transfer points and park-and-ride facilities.

Marketing/Customer Service & Information

1. Continue targeted marketing efforts.
2. Continue to increase convenient access to maps and Metro route schedule information.
3. Continue efforts to make the Metro route system easier for the public to understand and use. Ensure that user friendliness is considered in route service planning.

Transit Service from Communities Outside Metro's Current Service Area

1. Metro and MPO staff should work with area communities to explore the feasibility of commuter service into the Madison area.
2. MPO staff and the Dane County Specialized Transportation Manager should assist area communities in setting up local shared-ride taxi service.

NOW, THEREFORE BE IT RESOLVED that the Common Council of the City of Madison adopts the recommendations of the 2004-2008 Transit Development Program for the Madison urban area as a framework to guide transit system development over the 2004-2008 period, subject to availability of adequate funding resources for capital equipment and annual operations and annual review of service productivity, and

BE IT FURTHER RESOLVED that the suggested service modifications and improvements and the program of capital improvements be utilized as a planning and budgeting guide by staff and policy-making bodies during the 2004-2008 period.

Report: Metro Progress Report on 2004-2009 State Performance Audit ¹ Recommendations (9/7/2005)

In March 2004, the State of Wisconsin completed its Transit System Management Performance Audit of Metro Transit (Metro), a task performed every five years. The report, prepared by Abrams-Cherwony & Associates, as lead consultant to the State, noted that:

1. Metro is a very efficient and effective organization.
2. Metro provides a much higher level of service on a per capita basis compared to transit systems with similar service area populations.
3. In much larger communities with similar levels of transit service, Metro continues to out-perform those "peer" transit systems in passenger trips/capita and passenger trips/hour.
4. Among its peer transit systems, Metro is tied for the lowest General and Administrative cost and number of General and Administrative employees.
5. Metro's cost per rider is less than the peer system average.
6. Metro's farebox recovery and average fare is trending downward as fares are not keeping up with costs.
7. Metro performs better than the peer group average in all measures related to transportation effectiveness.

Every five years, the Performance Audit provides recommendations for continued improvement of service. Metro reports annually to TPC and Common Council on the status of the recommendations.

A. Policy and Decision-Making Process

- A separate Transit Commission should be established in order to give transit issues their proper review. Parking and taxi ordinances should be assigned to other oversight committees.

No action has been taken by the City to accommodate this recommendation. The Transit General Manager and Traffic Engineering Manager (who oversees Parking Management) have both noted the difficulty in accommodating detailed areas of discussion necessary to accomplish, in timely manner, needed oversight and action on topics addressed within the framework of TPC meetings. Transit Commissions, specific to the purpose, have been established in all areas of the State where transit is provided, pursuant to State Statute, with the exception of Madison which remains anomalous in its approach. Creating a Transit Commission would allow more effective oversight and discussion of transit-related issues. It may also provide an opportunity to acknowledge the regional nature of the services provide by Metro by incorporating Metro partnering communities in the composition of the Commission.

- Options should be presented for TPC to improve the decision-making process. Examples of extensive discussion and detailed options provided include materials used in considering service efficiencies, service cuts, auxiliary income, and fare structure changes.

B. General Administration

- Conduct a Facility Needs Assessment Study and follow-through with facility expansion and renovation
The first phase of the Needs Analysis Study has been completed – the Master Plan. The second phase is about to begin – Schematic Design. Elements for facility expansion and renovation have been included for the past *five years* by Metro in its capital budget recommendations to the City, and most recently in the Madison 2006-2011 capital budget plan. If initiated soon as hoped, planned facility improvements would take 2.5 years to complete. Metro is willing to work with the City to incorporate facility improvement plans in a longer phasing plan if necessary to accommodate this critical purpose.
- Evaluate the positive and negative impacts from a service, financial, and organizational standpoint of remaining a division of the City of Madison.
Of course, this is not something that Metro, as a Division of the City can accomplish on its own. We need the full support of the City and suggest the possibility of transitioning to a Regional Transit Authority by first creating a Transit Commission integrating our municipal partners. As Metro continues to reach out to additional communities, the regional nature of Metro services becomes more and more apparent.

¹ The State's Performance Audit for Metro was completed in March, 2004.

LOCAL SUBSIDIES FOR 2005¹

	<u>Amount</u>	<u>Percent</u>
Village of Shorewood Hills..\$	2,276.....	.1 ⁻ %
MATC.....\$	27,315.....	.1 ⁻ %
City of Verona.....\$	55,920 ⁰²1 ⁻ %
Town of Madison.....\$	83,786.....	.1 ⁻ %
City of Fitchburg.....\$	173,109.....	.1 ⁺ %
City of Middleton.....\$	197,040.....	.1 ⁺ %
MMSD.....\$	695,936.....	.6 ⁺ %
UW Madison.....\$	1,141,906 ⁰³ ...	10 ⁺ %
City of Madison.....\$	<u>8,293,520.....</u>	<u>77⁺%</u>
	<u>\$10,670,808.....</u>	<u>99⁺%</u>

BREAKDOWN OF 2005 REVENUE SOURCES¹

Misc.system-generated revenue..\$	3,081,611	
Passenger revenue.....\$	<u>7,583,179</u>	
Sub-total:	\$10,664,790..	.25 ⁺ %
Local Subsidies (see above)...	\$10,670,808..	.25 ⁺ %
Federal Funds.....\$	4,842,244	
State Subsidies.....\$	<u>15,166,890</u>	
Sub-total:	\$20,009,134..	<u>.50⁻%</u>
Total:	<u>\$41,344,732.</u>	<u>100%</u>

¹ as estimated for budget

² annualized amount before 50% reimbursement by Reverse Commute grant

³ includes amounts separately billed for graduation and Kohl Center

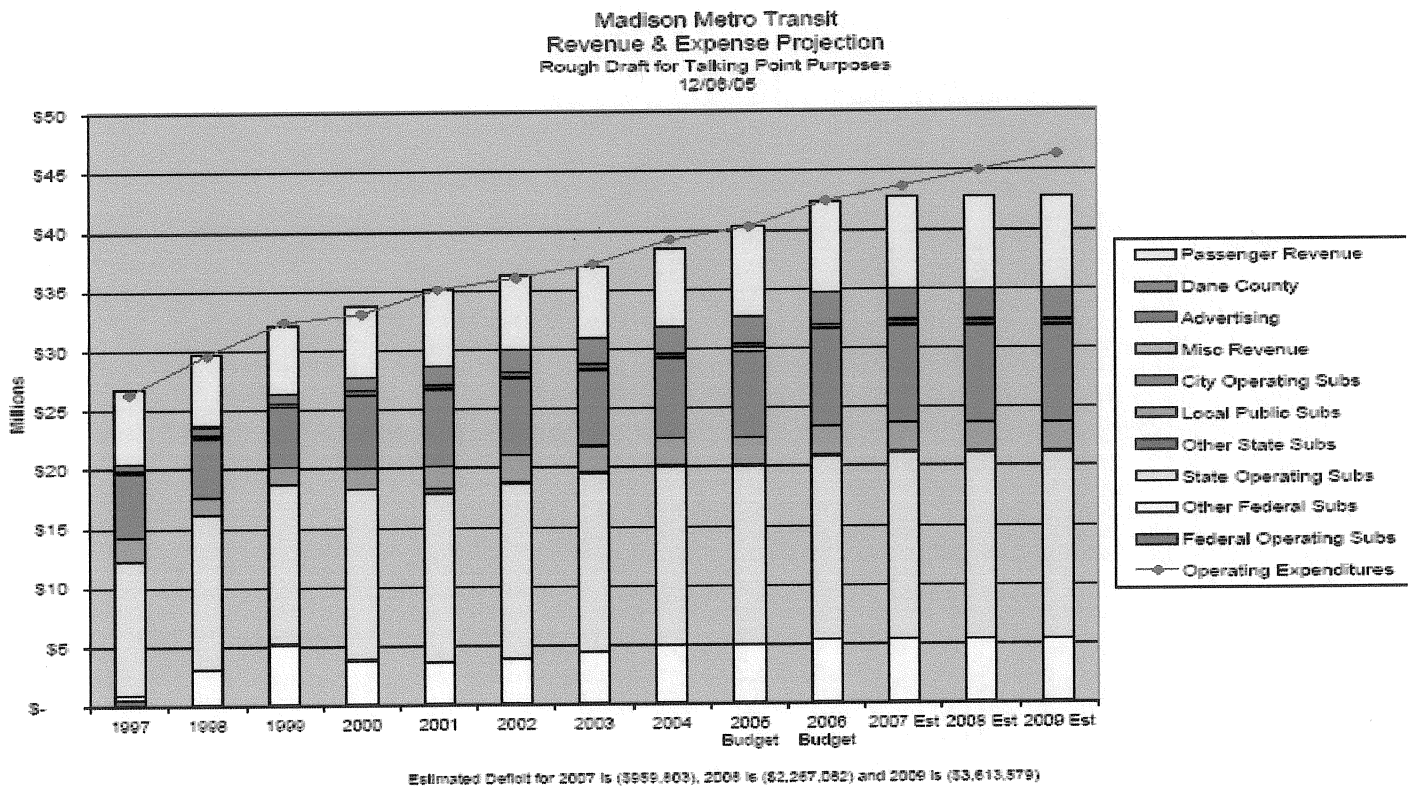
Budget Challenges Metro faces:

- **Budget** - maintaining service levels
- **Budget** - expanding service area
- **Budget** - increasing frequency of service
- **Budget** - improving customer amenities

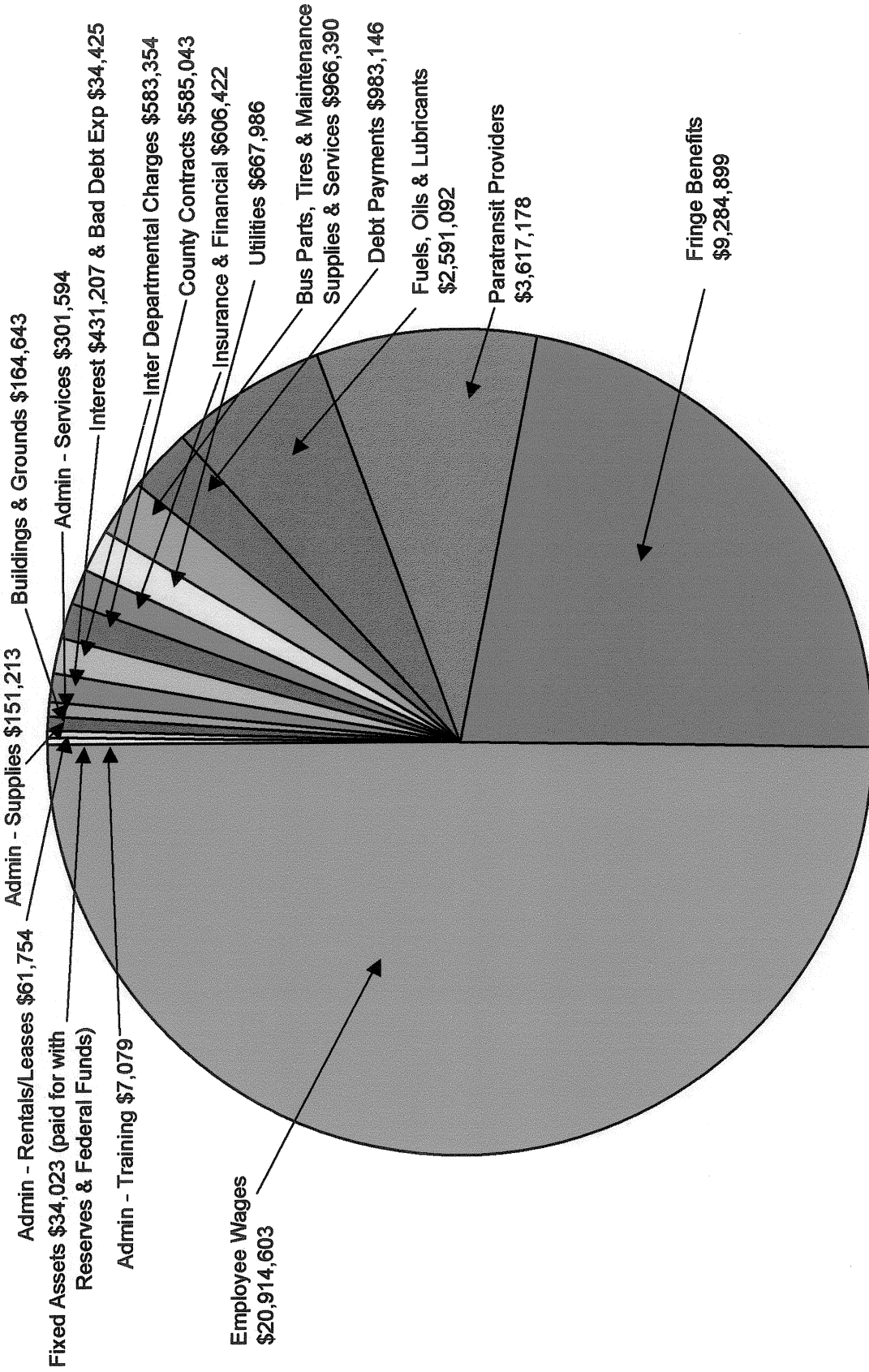
Operating Budget Picture

All of our funding sources have had financial difficulties in recent years:

- flat federal funding
- frozen state funding (2004 and 2005)
- troubled local funding sources

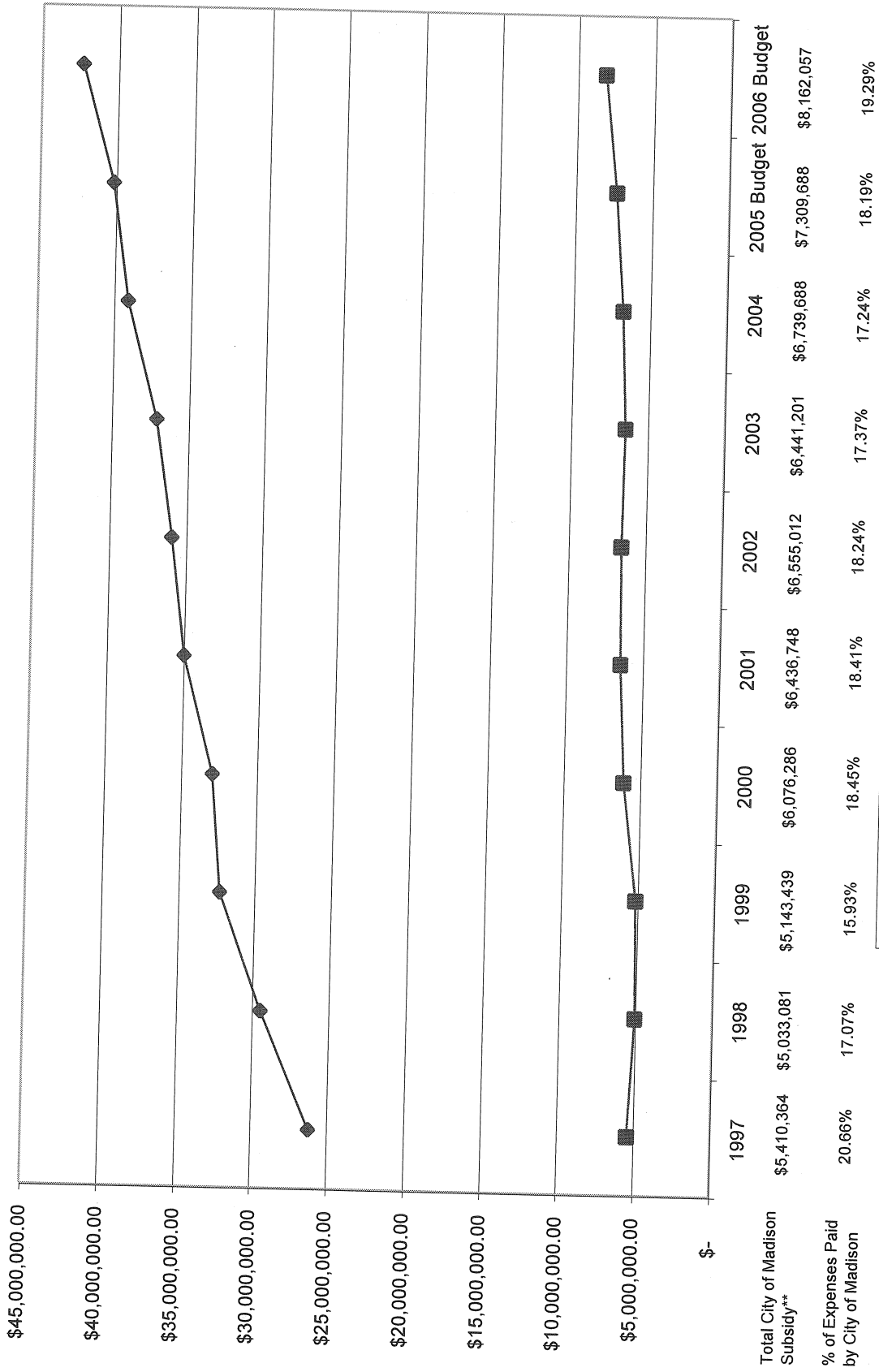


2005 Cost Breakdown



City of Madison Subsidy Versus Total Operating Expenses

Chart



◆ Total Operating Expenses ■ City Subsidy

Note: Total Operating Expenses do not include debt principal, depreciation or fixed assets.
 ** City Subsidy equals gross city subsidy less local share of fixed assets and debt principal

CITY OF MADISON
Common Council
INTER-DEPARTMENTAL
CORRESPONDENCE
210 Martin Luther King, Jr. Blvd., Rm. 417
266-4071

DATE: January 31, 2006

TO: Mayor Dave Cieslewicz
Catherine Debo, Transit Manager

FROM: Ald. Ken Golden, District 10 *KJ/dg*

SUBJECT: **Metro Budget Process**

Over the past few years, it seems we've gotten into a pattern where, because of legitimate revenue concerns, we ask Metro to identify its least-priority service and propose cuts to achieve revenue or expense targets. Metro dutifully does that, and we get good coverage in the press. Then, we do the budget and frequently, none of those cuts end up happening. Instead, we either budget for the service or use fare or other revenue strategies to cover the cost of the services; services are not cut, though.

During the budget process, budget amendments that use the Metro staff cut proposals are presented with the argument that says, "These are Metro's lowest priority." While staff may have thoughtfully done these cuts, they are often insufficiently reviewed by the Transit and Parking Commission (TPC) or, for a number of other reasons, are not ready for primetime. While the outcome is typically a rejection of the amendments, I submit we are losing a useful opportunity for a debate on Metro. A detailed look at these proposals sometimes reveals a strong possibility that some may have merit as a way of redistributing or even cutting service.

I would like to propose a different methodology than the one we've used for the past two or three years; it may be that proverbial win-win. It is quite simple: Every January, Metro staff would put together a package describing its lowest priority services. The funds for these services would be ones that, in the professional opinion of Metro staff, would be better used as reserve funds or by being redistributed to other services. The purpose of the process I'm proposing, though, is not to actually cut or redistribute the resources, but to identify, review and enact any service cuts that might have merit.

The low priority services in the January report would then be reviewed by the TPC, and the TPC would identify those that appear to have merit. Those cuts would then be implemented in August (or earlier, if possible). The key here is that instead of meeting a moving budget target, the saved funds would be placed in the Metro reserve fund. These funds can and will be used to cover any extraordinary operating subsidy required in the upcoming budget, would be available for the creation of additional service(s) in the upcoming budget, whichever appears to be more logical, or could just be put away in reserve.

The purpose of this process is to do what we've already been doing, but to do it in a way that is more

January 13, 2006

Page 2

organized and that addresses the objectives of both sides of this debate: those who seek to reduce property taxes and those who seek to enhance transit. I don't think either is an irreconcilable position, and I think it would be much better for us to review inefficient service or service that is not cost effective without the budgetary gun to our heads. This process would accomplish that.

I've spoken with Alderperson Zach Brandon, a member of the Board of Estimates, and he believes that my conceptual presentation of this idea has merit. I would be committed to working with Ald. Brandon and others to ensure that he and our colleagues on the Common Council had access to this process. Mayor Dave, please let me know if you agree with this proposal. Catherine, assuming we move on this, I think the proposed cuts you already had on the table during the budget process would be a very good start. I look forward to seeing those presented at an upcoming TPC meeting so the TPC can evaluate those specific service cuts and the merits of either saving or redistributing the funds.

Thanks much for your attention.

cc: Ald. Jed Sanborn, District 1
Ald. Zach Brandon, District 7
Ald. Noel Radomski, District 19
Carl Durocher, Chair, Transit and Parking Commission