

Section One:

Executive Summary

The Strategic Plan for Public Transportation 2007-2016 (“strategic plan”) describes how the Transit Division of the King County Department of Transportation (King County Metro) will implement the goals, objectives and policies included in the Comprehensive Plan for Public Transportation over the next ten years. Strategies in this strategic plan build on previous six-year transit development plans to make transit more relevant to changing travel needs at all levels—regionally, locally, and among the numerous cities and neighborhoods of King County. The plan sets forth strategies for transit, paratransit, rideshare services and supporting capital facilities in King County, and guides annual operating and capital program decisions that define Metro Transit services.

This document continues the strategies included in the Six Year Transit Development Plan for 2002-2007, and incorporating the improvements adopted by ordinance and voter approval as the *Transit Now* ballot measure. This plan, as well as the Comprehensive Plan for Public Transportation, will be more thoroughly updated during 2008, subject to a comprehensive public outreach and involvement program, and will be published together as a single document. Many of the issues that may be addressed in the 2008 update are discussed in Section 2.

Since the mid 1990’s, King County Metro public transportation services have been evolving. Sound Transit began service during that timeframe, providing all-day regional transit connections in selected corridors. King County Metro continues to provide many regional connections and maintains peak-period express services to major centers as it has since Metro Transit service was initiated in the 1970’s, but the focus of new Metro Transit services over the past decade has been primarily to improve connections to and between activity centers within the county. Given limited resources, King County Metro aims to develop and deliver new services efficiently, putting the greatest investment into improving the frequency and span of service for high-ridership routes, and consolidating parallel or redundant services where possible.

The proposed program is consistent with King County Metro’s financial plan through 2015 and adopted budget assumptions through 2012. When this strategic plan is updated in 2008, it will be revised as needed to reflect new budget and financial plan assumptions.

The financial plan reflects a baseline program that is augmented by the voter-approved 0.1% sales tax that will be dedicated to funding the construction and implementation of improvements identified in the *Transit Now* proposal. Funding from the 0.1% sales tax will be used to fund additional transit service starting in 2007. In addition, funds will be used to purchase vehicles and construct bus rapid transit improvements and other capital investments. By the end of the 10-year period, all of the additional 0.1% sales tax will be used to support transit service added from 2007-2016.

Improvements to public transportation service incorporated in this strategic plan include the services described in the *Transit Now* voter initiative, which will increase transit service by up to about 800,000 annual hours by 2016, including *Transit Now* service investments, local service partnership contributions, and added hours to maintain reliable schedules through congested traffic. *Transit Now* included these major initiatives:

- More service (greater frequency or increased span of service) on high ridership routes throughout King County. These are described in Strategy S-3, “Core Service Connections.”
- Implementation of RapidRide bus rapid transit service in five corridors. These are described in Strategy S-5, “Bus Rapid Transit.”
- A service partnership program to leverage investment by other public or private entities in transit service or street improvements that provide improved transit speed and reliability. This program is described in Strategy S-9, “Partnerships.”
- New or improved service in rapidly developing areas, as described in Strategy S-6, “Transit Access in Rapidly Developing Areas.”
- Expanded service area for Access paratransit service, as described in Strategy S-8, “Specialized Transportation Services.”
- Improved ridesharing services and capacity to double the vanpool program, as described in Strategy S-14. “Vanpool and Ridesharing Services.”

The strategies and priorities in the strategic-year plan are consistent with the King County Comprehensive Plan for Public Transportation (formerly known as the Long-Range Policy Framework), the King County Comprehensive Plan, the King County Countywide Planning Policies and the Metropolitan Transportation Plan “Destination 2030” adopted by the Puget Sound Regional Council. The plan also takes into account other regional planning efforts completed or underway in the region including Sound Transit’s regional transit system plan, and state and local plans for major transportation facility investments.

Consistent with the State Growth Management Act requirement that transportation planning be coordinated with local comprehensive plans, this plan focuses the improvement of transit services and facilities in the designated Urban Growth Area (UGA) of King County. The plan also establishes strategies to make development as well as transit services and facilities more efficient. The continued support of development within the UGA with higher levels of transit service is a central component of the region's growth strategy and of this plan.

Strategic Plan Strategies for 2007 to 2016

Thirty-four plan strategies provide the direction for service and system development from 2007 to 2016. These strategies fall into five categories, each of which is described in a separate section of this strategic plan:

- Monitoring and Management (described in Section 3)
- Service (described in Section 4)
- Capital (described in Section 5)
- Implementation (described in Section 6)
- Financial (described in Section 7)

Monitoring and Management Strategies

The plan's monitoring and management strategies provide methods to assess the success of plan implementation and the development of service and system improvements through ongoing performance and outcome measurement.

Strategy M-1: Measuring Plan Progress

Establish a series of targets for measuring success in meeting the objectives of the Strategic Plan in each of four long-range policy areas. Evaluate progress using these targets periodically and at the time of Strategic Plan updates.

Strategy M-2: Customer Satisfaction

Regularly monitor customer satisfaction using measures that assess system changes and improvements through regular surveys of riders and non-riders.

Strategy M-3: Service Performance Evaluation

Regularly monitor and report bus service performance and ridership system-wide and at the route level to identify services that may require modification, expansion or termination based on their performance. Develop and recommend to the RTC an approach to peer agency comparison that identifies:

- The appropriate measures of performance;
- The major factors, internal and external, that vary among transit agencies and affect performance;
- The extent to which those factors can be tracked for a small group of peer agencies to inform the performance comparisons, and
- A list of five peer agencies considered to be most comparable to King County Metro Transit based upon agency characteristics and the ability to track major performance-related factors.

Service Strategies

The plan continues the service direction of the previous Six Year Transit Development Plan, 2002-2007, and identifies strategies that were strengthened through passage of the *Transit Now* measure. The plan continues to emphasize efficiency and improved service design; increases service levels on a core network of routes connecting major activity centers, implements bus rapid transit, enhances service in developing areas, and provides dedicated resources to a service partnership program. New or improved services in each subarea will be provided consistent with local priorities that will serve the highest ridership demand; and improve connections to employment areas. King County Metro will continue efforts to integrate bus, vanpool and rideshare services with new Sound Transit services, and to offer innovative and complementary services and programs to increase HOV use and establish commute partnerships with public and private partners. The paratransit program will continue efforts to provide and develop the most cost-effective transportation options for people who are transportation disadvantaged due to age, disability or income, and vanpool and ridesharing programs will be expanded.

Strategy S-1: Service Consolidation

Pursue efficiencies in existing services in major transit corridors including, but not limited to, those listed in Exhibit 4-1. Reinvest savings from these efforts within the planning subarea in which they are generated.

Strategy S-2: Service Design

Improve transit on-time performance through: adjustments in routing, splitting of unreliable through-route pairs, adding of recovery time between trips, moving routes between operating bases, and adding time or trips to schedules to account for slower travel speeds or recurring overloads.

Schedule maintenance hours shall be reserved in amounts equal to one-third of new service investments up to 0.5% of total annual service hours with the remaining two-thirds of new service hours allocated according to Strategy IM-3. The schedule maintenance hour allocation shall be achieved in accordance with the timetable established in Strategy IM-3 without regard to subareas. Schedule maintenance hours that are not used for schedule maintenance in each year shall be used for new service. To the extent that schedule maintenance requirements exceed the service hours available under this policy, reduction of existing services within the same subarea will be used to fund schedule maintenance needs.

In the event that schedule maintenance hours are proposed at a level exceeding 0.5% of total annual service hours by the Department of Transportation, the Regional Transit Committee shall review this proposal and recommend any change in allocation policy to the Metropolitan King County Council.

Strategy S-3: Core Service Connections

Improve service levels on existing routes and create new routes serving established urban and manufacturing/industrial centers and urban areas where, because of population or employment clusters, ridership and transit use is projected to be the highest. Improve frequencies as listed in Exhibit 1-2 and shown in Exhibit 4-4 to support existing demand and attract more riders on a core network of key connections. Improvements in core services will be made consistent with *Transit Now* program.

Strategy S-4: Transit Improvements and Land Use

Identify areas of urban King County to become eligible for enhanced transit service when they meet the following criteria:

- By meeting or exceeding prorated established housing and population targets, or
- By encouraging higher density development and pedestrian activity through adopted regulations and policies that promote mixed-uses, establish minimum densities, reduce parking requirements, and carry out other efforts that support transit supportive development.

Preference will be given to areas that realize community or neighborhood development consistent with these criteria.

Strategy S-5: Bus Rapid Transit

Design, develop and implement RapidRide, a Bus Rapid Transit system identified in Exhibit 4-6. Pursue grant funds and work with local jurisdictions to leverage additional funds to enhance the service frequency, speed, reliability, amenity and identity of RapidRide services funding by the *Transit Now* program.

Strategy S-6: Transit Access in Rapidly Developing Areas

Expand service coverage in areas with rapidly developing population growth of sufficient density to support transit service, and with a street network that accommodates non-circuitous transit routing and pedestrian access. For developing areas that do not meet these criteria, provide service capacity at newly built, expanded or leased park-and-ride lots as warranted by ridership demand at those locations. When identified as a subarea priority, make a portion of the new service investment available for innovative vanpool programs to support park-and-ride lot based transit service.

Strategy S-7: Community Mobility

Improve community mobility options through increase in service levels on existing routes or through the creation of new service in transit-supportive higher household and/or employment density areas. Within each subarea, develop

service proposals to serve residential and employment areas with the highest ridership demand and to promote circulation within communities. In the communities where flexible service and other King County Metro mobility products and services connecting to the all-day service network can be provided more cost-effectively than fixed-route service, those services should be expanded in conjunction with modifications and improvements to the existing system.

Strategy S-8: Specialized Transportation Services

Provide complementary paratransit services that comply with federal regulations to people who have disabilities that prevent use of regular public transportation.

Develop cost-effective alternatives to supplement federally mandated paratransit service and to provide transportation services to persons who are transportation-disadvantaged due to age, disability or income in the service area shown in Exhibit 4-8. Explore ways to include paratransit-eligible persons and other persons with disabilities and seniors on mobility services available to the general public, such as vanpools.

Strategy S-9: Partnerships

Develop partnerships with local jurisdictions, employers and institutions to increase public transportation services and improve service effectiveness.

- Transit Now partnerships: Solicit and enter into partnership agreements with public or private entities to mutually fund new or improved transit services, where the partner contribution may be in the form of direct funding or investment that results in transit speed or reliability improvements. Dedicate a portion of new service hours for this purpose.
- Commute Partnerships: Enter into partnerships to improve public transportation use and reduce single-occupant commuting by developing and promoting alternate commute programs; and by managing parking and traffic to make public transportation options more attractive.

Strategy S-10: Streetcar System

Consider opportunities for system integration when planning improvements to the existing King County streetcar line, identify the factors contributing to successful streetcar service and develop criteria to guide decisions to initiate or participate in future streetcar projects or, where necessary, to authorize other entities to provide streetcar service. Criteria should address land use, economic, environmental and social equity considerations along with transportation impacts and other factors.

Strategy S-11: Regional System Coordination and Integration

Work with the appropriate agencies to achieve integrated, cost-effective and efficient operation of public transportation services in King County addressing the needs of current and potential riders. Participate in transportation system planning efforts including state and regional projects of countywide significance to identify potential transit service and capital elements and funding.

Strategy S-12: Student Mobility

Ensure that the mobility requirements of student passengers are recognized on a par with those in school districts that choose to participate in Student Transit programs. Participating districts will reimburse King County for all student transit expenses.

Strategy S-13: Special Events

Work with private and public agencies to develop strategies for using public transportation services to offer alternatives to single-occupancy vehicle travel to special events. Strategies may include street use, transit priority, and other strategies under the jurisdiction of King County Metro or local governments.

Strategy S-14: Activity Center Circulation

Enhance circulation within activity centers through changes in transit service design and other programs to encourage transit use including, but not limited to, proposals for consideration of ride free areas. Preserve existing revenues and encourage financial partnerships with others to cover additional expenses associated with the provision of new services and programs for this purpose.

Strategy S-15: Vanpooling and Ridesharing Services

Provide vanpool, vanshare and ridematch services; especially for trips that are not accessible or convenient by fixed-route transit service. Provide services to help form and maintain carpools and vanpools, and develop or promote other innovative and/or customized ridesharing services that provide alternatives to driving alone.

Capital Strategies

The plan's capital strategies provide for the necessary maintenance, expansion and improvement of transit facilities and equipment to support the objectives of the plan. The strategies provide for capital infrastructure and operating environment improvements integrated with the delivery of service, including the ongoing maintenance of transit assets and the expansion of maintenance base capacity. Investments in facilities and systems will take advantage of opportunities to improve efficiency by using cost-effective technology as projects for electronic fare collection, radio system replacement and integrating on-bus systems are completed. The plan also calls for investments in an environmentally friendly fleet and capital facilities.

The plan directs capital resources to expanding passenger facilities through more shelter installations and construction of passenger waiting and boarding areas along the bus rapid transit corridors. Investments are identified to improve transit speed and reliability while making route and passenger facility improvements on corridors with higher service levels and ridership.

Strategy C-1: Maintenance, Replacement and Upgrade of Transit Capital Assets

Maintain, replace, and upgrade current facilities, equipment and systems based on ongoing condition assessments, industry standards and King County policies and procedures.

Strategy C-2: Passenger Facilities

Improve transit passenger facility access, shelter, lighting, bus stop locations and other amenities to enhance the waiting environment. In addition to general improvements throughout the system, focus a portion of resources on RapidRide and Core Service Connection corridors identified in Exhibit 5-2, through cooperation and coordination with local jurisdictions.

Strategy C-3: Transit Speed, Safety and Reliability

Partner with state and local governments to improve transit operating efficiency, and to create speed, safety, and reliability improvements on important transit corridors. In cooperation with local jurisdictions, focus on the target corridors identified in Exhibit 5-2.

Strategy C-4: Park-and-Ride Facilities

Expand park and ride capacity in congested corridors with full or overcrowded park and ride facilities as identified in Figure 5-2. Support development of a series of small owned or leased park and ride lots along low density suburban routes in order to create artificially higher densities to enhance the ridership base. Use the Transit-oriented Development (TOD) program to further expand park and ride opportunities through joint use of new parking capacity and financing partnerships. Where these lots have unused capacity, encourage their use by vanpools and park-and-pools.

Strategy C-5: Replacement and Expansion of the Transit Fleet

Replace and expand 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. Replace and expand Vanpool fleet to maintain the appropriate mix of vehicle sizes to encourage and support vanpool program participants. Replace and expand Access paratransit vehicles to support efficient operations. Achieve more efficient and energy-friendly operations with features including efficient propulsion systems and non-traditional fuels.

Strategy C-6: Operating Base Expansion

Expand transit operating base capacity at Central, Atlantic and Ryerson bases as described in the adopted financial plan to support transit fleet growth projected to occur through the year 2030. Continue to examine fleet requirements in response to evolving service needs and commitments, including potential freeway construction mitigation service.

Strategy C-7: Terminals and Layover

Work with local jurisdictions to secure long-term agreements for use of on-street layover spaces. Coordinate with other transportation agencies and private developers to incorporate layover space and turnaround facilities into transit stations, transit centers, transportation projects and new development proposals where needed to support or improve current transit service. Consider off-street facilities for layover when on-street layover capacity is not available, and when dedicated layover space would result in significant operating savings, improved routing and/or operator safety.

Strategy C-8: Transit-Oriented Development

Encourage and support transit-oriented development at or near transit facilities to increase transit ridership by increasing activity and density in centers, and by increasing affordable housing and an appropriate mix of other land uses. Reduce transit facility development costs through joint development and/or public-private partnerships.

For the purpose of establishing benchmarks by which to later measure the impacts of a project, estimate the anticipated benefits of each proposed TOD including:

- expected ridership increase attributable to the project
- existing and potential residential and office density
 - within the project, and
 - within reasonable walking distance of the transit facility
- amount of affordable housing
- amount of retail that supports nearby resident and transit user needs
- design elements that facilitate transit operations
- design elements that promote walking and bicycling
- partner participation
 - city
 - developer
 - other transit agencies
- project contribution to reduced greenhouse gas emissions

Assess the extent to which each existing TOD, and future projects two and five years after completion, provide the anticipated benefits and other project specific benefits related to transit operating or facilities enhancements, local jurisdictional goals and other transportation goals identified in this plan.

Implementation Strategies

The implementation strategies of the plan provide a phasing timeline and establish priorities for the use of new service resources.

Strategy IM-1: *Transit Now* Program

King County Metro's priority is to implement the *Transit Now* program passed by voters in 2006 and shown in Exhibit 1-1, which includes service and capital support for these initiatives:

- RapidRide BRT. Use a target of 100,000 annual service hours between 2007 and 2016 to implement RapidRide BRT service in five corridors, consistent with service strategy S-5. The RapidRide corridors are:
 - Shoreline/Downtown Seattle via Aurora Avenue North

- West Seattle/Downtown Seattle via West Seattle Bridge
- Ballard/Seattle Center/south downtown stadium area via 15th Ave Northwest and West Mercer Street with service or frequent connections to Ballard High School and the Ballard business district.
- Federal Way/Tukwila via Pacific Highway South
- Bellevue/Redmond via Crossroads and Overlake
- High Ridership Routes. Use a target of 350,000 annual service hours between 2007 and 2016 to improve service frequency and/or span of service on high ridership corridors on the core connections network, consistent with service strategy S-3 and shown in Exhibit 1-2.
- Service Partnerships. Enter into partnerships with public and/or private entities to serve established or emerging ridership markets, consistent with service strategies S-9 and F-3. A sustained fund supporting up to 90,000 annual service hours will be provided for this purpose, to be implemented between 2007 and 2013, matched by an additional 30,000 to 45,000 annual service hours funded by partner direct financial contributions, and by partner investments that will result in quantifiable transit speed and reliability improvements.
- New Service for Developing Areas. Add new service or improve existing services in rapidly developing areas in East and South King County within the Urban Growth Area, consistent with service strategy S-6. A target of 50,000 new annual hours of service will be deployed for developing areas between 2007 and 2016.
- Expanded paratransit service. Expand the service area for paratransit service to cover gaps within the fixed-route coverage areas as shown in Exhibit 4-3 and provide service to disabled users not served by Access through the Community Access Transportation Program.
- Expanded ridesharing and the vanpool program. Expand outreach efforts and provide incentives to increase program participation and facilitate ridesharing opportunities; promote ridesharing to smaller employers in King County, and in areas not served or underserved by the fixed-route transit system.

Exhibit 1-1 Transit Now Program

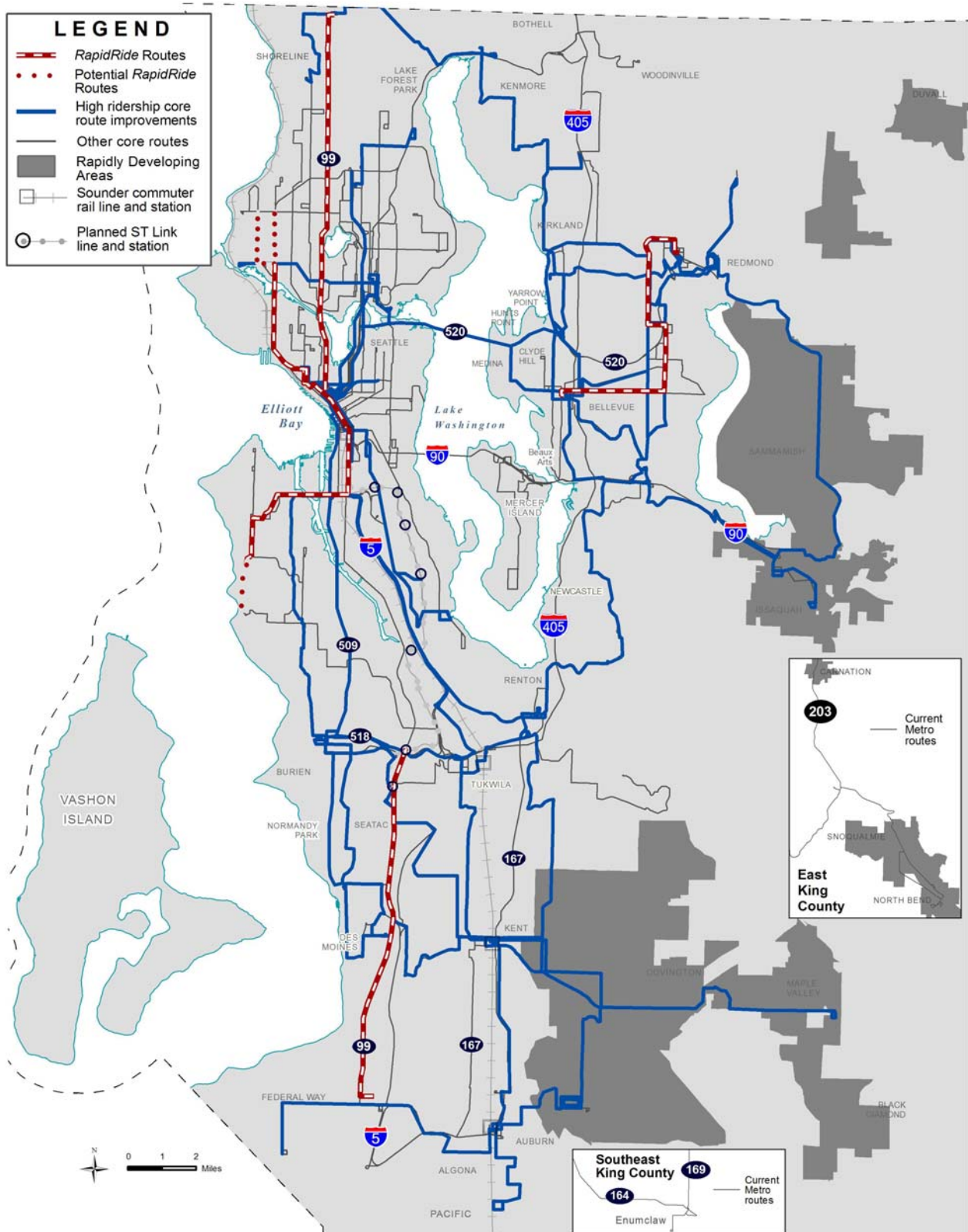


Exhibit 1-2
Transit Now Investments for Core Service Routes

			2016 Target Frequency		
Between	Corridor		Peak	Midday & Sat	Eve & Sun
Level 3 Improvements (More than 15,000 annual hours): Major weekday frequency upgrades, new bus routes and/or route extensions					
Auburn	Kent	Auburn Way	30	30	30
Bellevue	Eastgate/BCC	Lake Hills Connector, 148th Av SE	10-15	15	30
Bellevue	University District	SR-520	10-15	15	30
Des Moines	Downtown Seattle	1st Ave S, SR-509, E Marginal Way	30	60	60
Issaquah	Bellevue	I-90, BCC	30	30	60
Issaquah	Redmond	228th Av SE, NE Sammamish	30	30-60	60
Kent	GRCC	E James St, 124th Av SE	30	30	60
Kent	Burien	KDM rd., S 240th St, 1st Av S	30	30	60
Kent	Four Corners	SE Kent Kangley Rd	30	30	60
Kent	Renton	Smith St., Benson Rd, Carr Rd	15	15-30	30-60
Kent	SeaTac	Orillia Rd, S 212th St	30	30	30
Kirkland	Eastgate/Factoria	156th Ave, Overlake, Crossroads Mall, BCC, Eastgate	15	15	30
Kirkland	Redmond	Avondale Rd NE, NE 85th St	30	30	30
Queen Anne	Downtown Seattle	Queen Anne Ave N	5-7	10-15	30
Renton	Burien	SW Grady Way, S 154th St	15	15	30
Level 2 Improvements (5,000 - 15,000 annual hours): Minor weekday frequency upgrades, expanded weekday hours of operations and/or added weekend service.					
Ballard	University District	NW Market St, N and NE 45th St	10	15	15-30
Beacon Hill	Downtown Seattle	Othello/New Holly Station, Beacon Av S	5-7	10-15	15-30
Bellevue	Bear Creek	Overlake	15	15-60	60
Bellevue	Kenmore	Finn Hill, Juanita, Kirkland, South Kirkland P&R	30	30	60
Bellevue	Renton	Coal Creek Pkwy, Factoria, Newcastle	15	30	30
Capitol Hill	Seattle Center	Denny Way	15	15	30
Kirkland	Bellevue	Lake Washington Blvd NE, Bellevue Way NE	15	30	60
Redmond	Eastgate/Factoria	148th Ave, Crossroads Mall, BCC, Eastgate	15	15	30
Renton	Downtown Seattle	MLK JR Way S, I-5	5-10	15-30	30
Redmond	Eastgate/Factoria	148th Ave, Crossroads Mall, BCC, Eastgate	15	15	30
University District	Downtown Seattle	Eastlake Ave E, Fairview Av N	12	15	15-20
Level 1 Improvements (5,000 annual hours or less): Added trips, expanded hours of operation and/or weekend frequency upgrades					
Auburn/GRCC	Federal Way	15th St SW, Lea Hill Rd	30	30	30
Burien	Downtown Seattle	Ambaum Blvd SW, Delridge Way SW	7-10	15	30
Kenmore	Shoreline	Ballinger Way, Aurora Village	15-30	30	60
Kent	Downtown Seattle	W Valley Hwy, Southcenter Blvd, Interurban Ave S, I-5	15	15	30
Kirkland	Downtown Seattle	108th Ave NE, SR-520	15	30	30-60
Northgate	Downtown Seattle	I-5	4-15	15	30

Strategy IM-2: Service Implementation Phasing

Provide a predictable schedule of service expansions that expand all elements of the *Transit Now* program concurrently and in all subareas, as show in Exhibit 1-3.

Strategy IM-3: Service Resource Allocation

The implementation of transit service hours as stated in strategy IM-1 and IM-2 above shall use the following framework for transit service allocation. Service hours used for service partnerships, schedule maintenance, contracted services or partnership agreements are exempted from subarea allocation requirements.

With the implementation of each 200,000 annual hours of service investments that are subject to the subarea allocation requirement and at the end of the 2007-2010 *Transit Now* program investments, each King County Metro planning subarea would receive a share of actual service hours implemented: East 40%, South 40% and Seattle/North King County 20%.

Exhibit 1-3
***Transit Now* Phasing Plan –**
Targeted Increases in Annual Service Hours by Program
(In Thousands of Annual Hours)

Hours Categories	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Total
Developing Areas		13	8	4	5	7	13				50
RapidRide				34	42	19	5				100
High Ridership/Core	45	9	8	4	9	38	43	68	86	40	350
Total 40-40-20 Adds	45	22	16	42	56	64	61	68	86	40	500
Service Partnerships	5	23	12	35	6	5	5				90
TOTAL	50	45	28	77	62	68	66		86	40	590

RapidRide Implementation:

Pacific Highway S. in 2010, Bellevue-Redmond & West Seattle in 2011, Ballard/Uptown in 2012, and Aurora in 2013.

Measurement of the resulting share of hours will be based on the baseline bus route allocations that assign one-way routes that originate in a subarea or two-way routes that operate wholly within a subarea to that subarea. Further, all-day, two-way routes that operate between two subareas will be attributed in hours at 50 percent to each subarea. Any system-wide reduction in service investment shall be distributed among the subareas in proportion to each sub area's share of the total service investment.

Strategy IM-4: Subarea and Community Based Planning

Conduct a community planning process in which transit riders, local jurisdictions, unincorporated area councils, employers, and educational institutions participate in the design and implementation of significant changes to existing service. Use service and capital strategies consistent with the service priorities described in Strategy IM-1. Involve the community, local jurisdictions and subarea groups in the development of recommendations for updates of the Strategic Plan at least every two years or more frequently if changing conditions or priorities dictate. Utilize overall roles and responsibilities as shown in Exhibit 6-3 and the service change process shown in Exhibit 6-4.

Plan updates shall address significant operating changes and capital improvements anticipated in the next ten years as well as any revision to adopted strategies necessitated by significantly changed circumstances affecting the transit program.

Financial Strategies

A central goal of King County Metro's financial planning activities is stability of the transit system and financial integrity of the Public Transportation Fund. This goal is accomplished through prudent planning that uses reasonable economic assumptions along with specific programmatic plans to project future revenues, expenditures and resulting fund balances.

The financial strategies of the plan include pursuit of available state and federal grant sources and continues the long-standing policy of pursuing financial partnerships and economic development with local jurisdictions and other public and private entities.

Strategy F-1: Revenue-to-Operating Expense Ratio

Pursue a combination of farebox and other operations revenue to maintain a target bus operating revenue-to-operating expense ratio of at least 25 percent.

Strategy F-2: Grants

Pursue grants to fund projects that have been identified as necessary to support system service priorities or maintain the system as outlined in this plan.

Strategy F-3: Financial Partnerships

Pursue opportunities for partnerships and economic development with communities, employers, other transit agencies, federal and state governments and vendors to expand resources to support transit services and supporting capital facilities. Explore the use of advertising to support shelter program expansion and enhancements.

Strategy F-4: Financial Management

Ensure the maximum benefit is derived from available transit revenues by:

- Focusing capital expenditures on projects that directly support service investments;
- Refining capital improvement program expenditure assumptions to improve annual accomplishment rates;
- Revising lifespan assumptions to reflect actual experience when planning for the replacement of the transit fleet and other equipment and facilities;
- Increasing the amount of service in the operating program by reducing annual underexpenditure levels, and
- Replenishing the Transit Fare Stabilization and Operating Enhancement Reserve to enable the operating program to respond to unforeseen revenue or expenditure circumstances.