

# 2003 METRO ANNUAL REPORT

ACHIEVEMENTS

Successes

AWARDS



Dear Friend of Metro:

Metro had a very productive year in 2003, and successfully overcame significant funding hurdles related to development of the 2004 budget. Mid-year the State Legislature imposed a 2004 funding freeze for transit systems statewide and reduced funding for all of Metro's contracting partners - the cities of Madison, Middleton and Fitchburg, the Town of Madison, Madison Metropolitan School District (MMSD), the University of Wisconsin-Madison (UW), Madison Area Technical College (MATC), and Dane County. However, through agreements with our partners to maintain 2003 funding levels, and with a fare structure change approved by the Madison Transportation and Parking Commission (TPC) to generate more revenues, Metro was able to prepare a 2004 budget that would maintain service levels and introduce some Southeast Madison service improvements.

This report is organized by goals and work elements approved by the TPC in Metro's 2003 Strategic Plan.

2003 was a year of challenge and many successes for Metro. I have been pleased to play a part in system improvements and to work with a wonderful staff. We look forward to continued success in 2004 and beyond.



Sincerely yours,

A handwritten signature in cursive that reads "Catherine S. Debo".

Catherine S. Debo, Metro Transit General Manager

## GOAL INCREASE RIDERSHIP

Fixed-route ridership increased to 10.9 million trips - the highest level in 17 years. A five-year Wisconsin Department of Transportation performance audit was conducted of Metro. It revealed that Metro's ridership



per capita is 400% higher and amount of service provided is 255% higher on a per capita basis than average for transit systems in communities of comparable size. Compared to larger communities with similar levels of transit service, Metro came in highest in trips per capita and second highest in passenger trips per hour of service. Metro achieved its goal of increased ridership through service and passenger amenity improvements, target marketing, fare simplification, land use planning involvement, and use of passenger feedback

- faster travel time between the East and North Transfer Points;
- half-hour peak service from the North Transfer Point to the Dane County Regional Airport;
- expanded service to the World Dairy Center and evening airport service; and
- service to the new Dean Clinic.

Passenger amenity improvements received a boost with the Siemens contract to provide Intelligent Transportation Systems including: automatic bus stop annunciators, digital message signs with real-time information at Transfer Points and key boarding sites, and real-time schedule access by customers via the Internet on palm pilots, laptops, and PCs. These benefits are expected to become available in 2004. Data from an Automatic Vehicle Locator system will improve on-time performance and boarding data to plan further service improvements. Some vehicle maintenance functions were relocated to expedite the Siemens project.



a 98% increase over 2002. A new, interactive trip planner was tested and readied for 2004 promotion. Website improvements were made, including stop-specific departure times, Supplemental School Day Service schedules, more paratransit information, and the opportunity to purchase fares - generating \$23,647 in sales. The website experienced 1.8 million hits this year, with a record 62,000 hits during the first week of MMSD classes and UW registration.

Target marketing efforts included staffing information tables during UW and MATC student registrations and at area middle and high schools; staffing Metro's Bus Booth at UW football games, Farmers' Markets, Friday Night Flix, State Capitol Rotunda, and on the Capitol Concourse; providing refreshments during Customer Appreciation Week; and making presentations to the senior and disabled communities. Information was provided on buses for public hearings, detours and special event services. Surveys were created to gauge interest in a Downtown Circulator, Route 31 ridership, and the effects of the West Johnson Street Detour on ridership and State Street business patronage. New TV, radio and print ads were created, and Commuter Choice benefit business participation increased by 11%. TV ads were closed-captioned for people with hearing



Metro's Service Development Team met weekly to develop **service improvement plans** for review and approval by the TPC, with a special focus on Southeast Madison. Staff mailed a targeted survey to obtain input from the area's 10,000 residents. Improvements planned for introduction in the fall were deferred to January 2004 for budget reasons. Improvements focused on *weekday* service changes including:

- service extensions to the Richmond Hill neighborhood;
- expanded service span for commuter routes 14, 15, and 38;
- direct off-peak service to the UW campus via interlined routes 31/9 and 32/9;



Metro extended the North Transfer Point capital lease, acquired property adjacent to it by long-term capital lease, and completed design plans for a Park & Ride lot, targeted for a 2004 Grand Opening.

Phase I & II Transit Enhancement projects were completed, with the exception of a MMSD project, on hold at the applicant's request until 2004.

Customer Service Representatives completed an average of 578 Internet trip-planning forms per month -

community included translating print and radio ads and the "How to Ride Metro" booklet into Spanish, and making it available on our website. A "Rider Trainer" program was developed for the Hmong population.

**Fare simplification** was achieved by merging Metro's Commuter and Monthly passes.

Staff was actively involved in integrating **land use planning** with neighborhood plans, State Street Improvement Project, East Washington Avenue construction project, and Transport 2020.

**Passenger feedback** tracking helped guide the Service Development Team in its planning process and the Operations Unit in follow-up of disciplinary procedures.

## COST REDUCTION & EFFICIENCIES

Metro negotiated significant improvements in labor agreements. Improvements for 2003 include expanded opportunities to use part-time Operators and hire additional part-time Service Workers, a longer probationary period for new employees, and a 1% wage increase. For 2004-05 and 2006-07 we eliminated a workers' compensation supplement beyond statutory requirements and duplication in family health insurance coverage for employees with spouses in city employ. We provided a 2% wage increase for 2004-05 starting mid-fiscal years and wage increases up to 2.5% in 2006-07, to be reduced on a schedule related to health benefit cost increases, with a minimum 1% wage increase in each of those years. This is the first tying of wage increases to health care insurance premiums in a City of Madison labor agreement.

**Other cost reduction and efficiency improvements:**

- Reduced Operator overtime by 30.8% from 2002, and a total of 56% from 2001. This is directly related to careful monitoring of staffing levels.
- Improved bus road call mileage to the best among 12

peer systems, due to excellent preventative maintenance. (Source: Wisconsin DOT 5-year Performance Audit).

- Placed graffiti film-protected glass in Metro's 135 passenger shelters, dramatically improving appearance and reducing staff workload.



- Specified the most fuel-efficient bus engines and transmissions available in the transit industry.
- Improved database programs saved staff considerable time recording and updating Fixed Assets inventories, posting depreciation, and compiling revenue and ridership data.
- Improved processes allowed for more accurate special

event fare recording, streamlined payroll reporting, and more timely financial reporting.

- Installed new fleet software to improve efficiency in data collection for Maintenance, Finance and Operations Units.
- Modified the customer feedback database to facilitate use in generating reports.
- Analyzed ridership impacts of various fare change scenarios.
- Planned and implemented the successful West Johnson Street reconstruction project detour.
- Developed information detailing bus stop parking restrictions for posting on city website and distributing with residential parking permits.
- Created more templates for paratransit subscription services for scheduling efficiency and contracted with Concentra Medical Centers for ADA Paratransit applicant functional assessments.
- Created an Information Technology Team, composed of staff from Metro's Information Services, Finance, Maintenance, Marketing, Planning, and Administration Units to oversee implementation of new software programs with cross-unit applications and impacts.

## INCREASE REVENUE SOURCES

- Several proposals were developed to integrate

- Unlimited ride pass program agreements were negotiated for UW employees through 2003-04 and

- Fare structure changes were developed to generate increased revenue necessary for Fiscal Years 2004



Monona into Metro's system network at the request of the City of Monona. Monona's Transit Commission approved a proposal for Metro to provide its commuter bus service during peak-hours, and passed the proposal to its City Council for consideration.

with Edgewood College and MATC for the 2004-05 academic year.

- A one-year contract extension was negotiated with Obie Media for bus advertising sales.

and beyond, and were approved by the TPC for implementation on January 1, 2004.

## SECURITY IMPROVEMENTS

We hosted our first tabletop exercise, testing Metro's Security & Emergency Response Plan. Participants included representatives from the Madison Police and

Fire Departments, Metro Operators, Mechanics, Supervisors, and Managers - simulating a terrorist attack at our facility. In addition, we continued providing a daylong retraining program for one third

of our Operators to improve passenger relations' skills and to deal with difficult situations on-board buses.

## EVENTS & ITEMS OF NOTE

- 214 employees were honored at the annual *Safety Awards Banquet*. Approximately 74% of Metro's driving staff received a safety award this year. Over half of the employees recognized received awards for ten or more years of safe operation, 31 were honored for 20 or

Mutual Insurance Company of Wisconsin's Rodeo. Bringing home awards were: 2nd Place - Dave Zick, 3rd Place - Bill LeVitus, and Rookie of the Year - Dave Hill. The Rodeo competition is open to Transit Operators from across Wisconsin.

- We successfully operated special event services

buses, with potential for use in other transit services.

- We sponsored fun events for all three employee work shifts. Halloween refreshments were served and prizes for costumes were awarded. At another traditional event, staff served homemade pancakes to employees. The Social Committee provided special treats to employees each month of the year.
- Our Customer Service Center staff answered 219,117 calls, a 4% increase from 2002, and gave 66 facility tours to 1,417 children and 400 adults.
- Metro sponsored its third annual "Stuff A Bus!" food drive, with support of Charter Communications, Clear Channel Communications, Sentry Foods and Cub Foods. Donations were delivered to Community Action Coalition for distribution.



more years, and four received accolades for 30+ years of no accident-charged driving. Their combined services equate to more than 2,210 years of safe driving. Mayor Cieslewicz attended the banquet and congratulated employees.

- Metro congratulated three talented Operators for their award-winning skills at the 18th annual Transit

without a hitch including Rhythm & BOOMS, Bucky Bus shuttles, Miller Free Rides® New Year's Eve service, etc.

- Our Buildings & Grounds crew remodeled the facility to expand the training room and create two new offices. An outside contractor progressed through stage two of a four-stage roof restoration.
- We ordered three mid-sized paratransit replacement

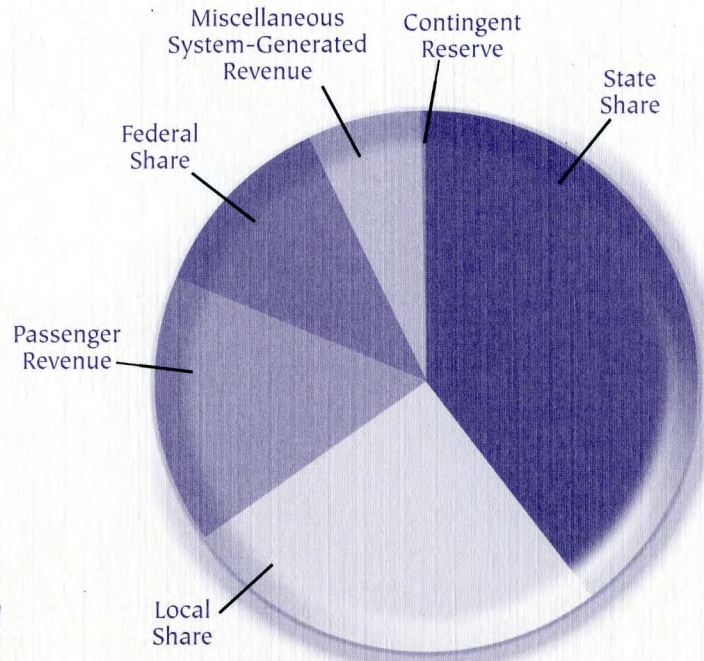




# REVENUES & EXPENSES\*

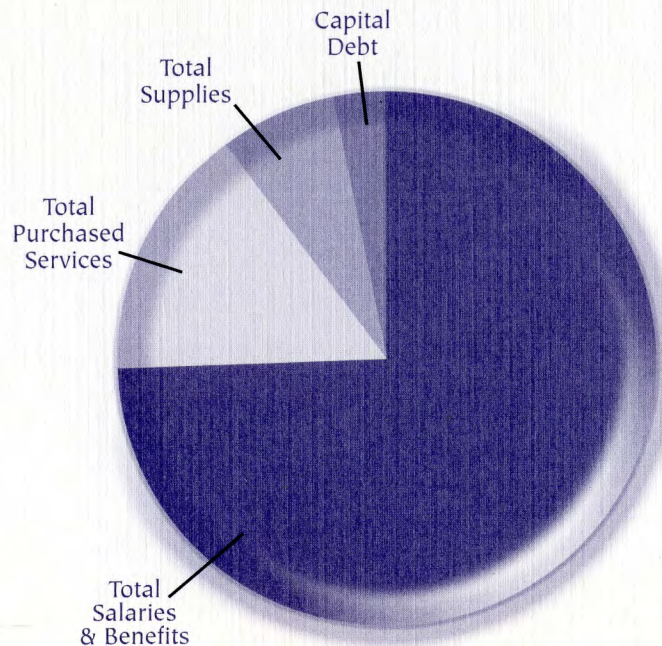
## REVENUES

Passenger Revenue	\$6,153,560
Miscellaneous System-Generated Revenues	\$2,594,495
Local Share (City budget and revenues from contracting partners)	\$9,814,454
Federal Share	\$4,426,057
State Share	\$15,183,767
Contingent Reserve	\$141,808
<b>Total Revenues</b>	<b>\$38,314,141</b>



## EXPENSES

Total Salaries & Benefits	\$28,541,566
Total Purchased Services	\$5,872,096
Total Supplies	\$2,684,609
Capital Debt: Interest & Principal	\$1,215,870
<b>Total Expenses</b>	<b>\$38,314,141</b>



\* Note: Revenues & Expenses are pre-audit

# SERVICE SNAPSHOT

## Transit Partners

### Fixed-Route and Paratransit Service:

- City of Fitchburg
- City of Madison
- City of Middleton
- Town of Madison
- Edgewood College
- Madison Area Technical College
- Madison Metropolitan School District
- University of Wisconsin-Madison

### Paratransit Service:

- Village of Shorewood Hills

## Service Area - 2000 Census

- 60 square miles
- 234,073 population

## Annual Operating Budget

\$43,197,683 including depreciation

## Employees

- Administrative employees: 62
- Operations employees: 301
- Maintenance employees: 82
- Total: 445

## Transit Service

- 45,132 people served in fixed-route service on an average weekday, during the school year
- 207 fixed-route buses
- 20 paratransit vehicles
- 4 transfer points
- 135 shelters
- 2,004 bus stops
- 44 fixed-routes
- 356,159 annual fixed-route revenue hours
- 4,516,386 annual fixed-route revenue miles

## Ridership

11,183,979 fixed-route and paratransit riders



## PERFORMANCE MEASURES

	PARATRANSIT	FIXED ROUTE
Operating Ratio (Operating Revenue/Operating Cost):	39.2%	20.6%
Passenger Revenue/Total Passenger Trips:	\$0.98	\$0.54
Operating Cost/Passenger Trip:	\$26.05	\$2.85
Total Trips:	249,854	10,934,125
Cancellation Rate:	12.9%	--
No Shows/Rides Provided:	2.4%	--
Number of Clients Provided Service:	1,532	--
Average Number of Trips/Client:	149.3	--
Number of Customer Complaints/1,000 Passenger Trips:	2.56	0.14
Operating Cost/Revenue Hour:	--	\$87.38
Trips/Revenue Hour:	--	30.70
Number of Trips Using Lifts:	--	15,035
Maintenance Inspections Conducted/Scheduled:	99.5%	102.9%
Miles/Road Call:	--	6,984

## CITY OF MADISON

*Dave Cieslewicz, Mayor*

### 2003 TRANSIT & PARKING COMMISSION MEMBERS:

*Chris Carlsen*

*Carl Durocher*

*Robert Gibbons*

*Kevin Hoag, October-December  
Alternate January-September*

*Jesse Kaysen, Chair*

*Peter Quigley, January-September*

*Kris Schutte, January-November*

*Alder Ken Golden*

*Alder Brenda Konkell*

*Alder Robbie Webber*

*Tim Wong, Alternate May-December*



## METRO TRANSIT SYSTEM

1101 East Washington Avenue  
Madison, Wisconsin 53703  
608-266-4904 TTY 267-1143  
Visit us on the web at: [www.mymetrobus.com](http://www.mymetrobus.com)

### MISSION STATEMENT

*It is the mission of Metro, through the efforts of dedicated, well trained employees, to provide safe, reliable, convenient, and efficient public transportation to the citizens and visitors of the Metro service area.*