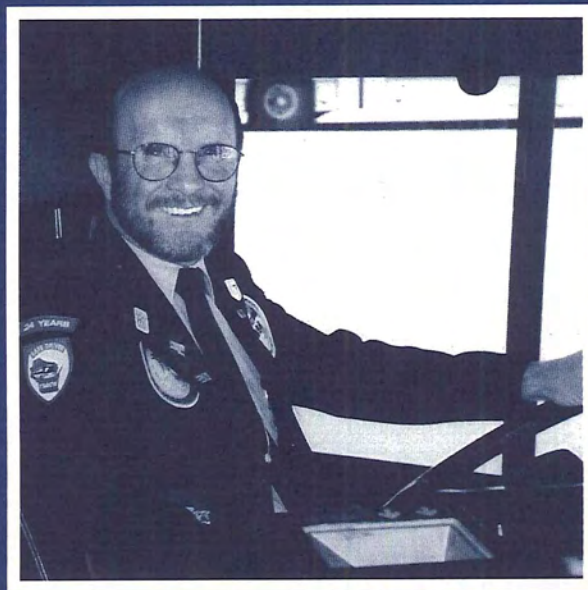


1997 Metro Annual Report



General Manager's Statement

Dear Reader:

1997 was a year in which Metro continued to move forward. Our ridership increased due, in large part, to the continuing success of the student pass programs at the University of Wisconsin and Edgewood College. Metro's ridership reached the highest mark in ten years.

During 1997, we made major progress towards the implementation of the long-anticipated restructured route system which will be anchored at four transfer points around the city. Land acquisition and construction contracts were let for the transfer points. Ground was broken for the construction process in September. While construction was continuing to take place, Metro staff continued work on the new routes and schedules.

The Transfer Point System, when implemented, will be a major change in public transit. But, it will not be without its risks. If we examine the share of total trips that public transportation provides on a daily basis, both in Madison and nationally, we will see that it is extremely small. Over the past three decades, this share has continued to decrease to where it is less than four percent of daily trip making. Without this restructure, which will open up a whole host of new public transit trip options, Metro can expect further decline in market share over the coming years. Trip making and development in the Madison area is no longer centered solely on the downtown. Metro has not kept pace with this. This is the reason why it is necessary for change.

The Transfer Point System is only the first of several changes that are planned for transit service in Madison over the next several years. Towards the end of 1997, staff developed a plan to begin implementing Intelligent Transportation System (ITS) applications for the Madison area. These ITS applications use new and emerging technologies to make the transit system more user friendly by providing real-time information to our customers. It is also provides an opportunity for Metro to adapt its service to be more flexible.

Transit may be facing some storm clouds on the horizon. However, it is our hope that, through innovation and designing new ways of providing transit service in the Madison area, Metro will be an important part of this community for many years to come.

Thank you for your support over the years. It is our pledge to continue to be one of the best transit service providers in this country.

Sincerely,



Paul J. Larrousse—Transit General Manager



It is our hope that, through innovation and designing new ways of providing transit service in the Madison area, Metro will be an important part of this community for many years to come.

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.

Vision Statement

It is the vision of Metro, as a mass transit service provider, to be an attractive, vital and dynamic mode of transportation within the Madison urban area.

For Our Customers

We will provide safe, reliable, economical, and quality service. It is our goal to attract the maximum number of riders by maintaining mass transit service and developing innovative means to meet our customers' needs. These needs will be identified through surveys, suggestions, and data analysis.

For Our Employees

We will provide a safe, healthy, and enjoyable place to work which values diversity and freedom of expression. Everyone will be provided an opportunity to reach their full potential. To maintain a high quality of work life, we will continually improve our work environment and provide for participation in decision-making processes.

*Metro Values its Customers
and Employees.*

Unit Highlights

Transit Administration

Administration

The Transit General Manager was busy representing Metro on a local, regional, national, and international level. During 1997, Paul Larrousse was a member of a group of transit officials who toured several European countries. This group studied intelligent transportation system technology and its applications. Larrousse also participated in the Federal Transit Administration's Strategic Plan for Research Development.

Metro was selected to be a pilot agency for the city's new Strategic Planning & Resource Allocation Cycle budget planning process.

Metro ended 1997 with a solid revenue base.

- A contract with Edgewood College was approved for continuing its free ride pass program during the 1997-98 school year. A ten per cent increase in Edgewood riders and revenue was budgeted.
- Metro continued its bus pass program with the University of Wisconsin-Madison (UW) and Associated Students of Madison (ASM). In fact, Metro, the UW and ASM, were honored by the Capitol Community Citizens by being presented with an Orchid Award in recognition of the bus pass program.
- The State of Wisconsin budget resulted in increased transit funding for the City of Madison. ■

Finance Unit

New technology played an important role within the Finance Unit during 1997. Staff worked closely with both the City Accounting and Purchasing Departments to accomplish the switch to a new accounting structure and computer software. In addition, a new Fixed Asset Database was developed to report fixed assets in one location. This was done to be in conformance with Federal regulations.

Ridership increased and total revenue was over the budgeted amount by 6%. The increase in revenue was mainly due to money passed through from Dane County. Expenses were over budget by 3%, due partially to expensing some original costs for the Transfer Points. At the end of 1997, Metro had a net revenue excess of 3%. ■



Construction begins on the West Transfer Point.

University Research Park. Mayor Bauman, other city and state officials, and representatives from the business community participated in this momentous occasion.

The integration of the Paratransit Unit into the overall operations at Metro meant several changes for the Marketing & Customer Services Unit. Customer Service Center Representatives began taking paratransit ride reservation calls in October. This provides all Metro customers with one convenient location to call for their transit needs. The Customer Service Center is now staffed 365 days per year, including holidays.



Metro's Rodeo champs, L to R: William Gilbertson, Phillip Johnson, Pete LeMay, Sheri Biddick, Eugene Paulus, Willy Becker, and Tom Griffin. Not pictured Mark Sarenich

A new logo was developed and is being incorporated on the sides of Metro buses and in all print materials. The new logo, which simply uses the word

process involved the distribution of survey forms to all boarding passengers on all routes and trips in the system. The final report is expected by the spring of 1998.

The purchase of a major computer systems upgrade was finalized with Trapeze Software, Inc. The project will update Metro's fixed-route and paratransit scheduling software. New software for customer trip-planning services and dispatch scheduling processes will be installed.

Metro's involvement in the city's development review process resulted in a privately-sponsored bus stop and passenger waiting area being built at the Prairie Towne Center retail complex on the west side. Target is an anchor at this complex, and has a national reputation as being a "transit friendly" business. ■

Transit Service

Maintenance

In 1997, the Maintenance Unit sustained a preventive maintenance schedule performance at 100% for the year.

Nine 40-foot lift-equipped Gillig buses were placed in service, bringing Metro's fleet of fixed-route accessible buses to 79, out of a fleet of 176.

Initial discussions for the proposed transfer point system began finalizing the fleet needs for the operation of the system. This led to a nation-wide search, conducted by the

The Grants & Program Management Unit oversaw the release of the plans and drawings for the proposed transfer points. The Common Council awarded contracts for the transfer points as follows: Site Improvements Contract to Parisi Construction for \$1,369,428.55; and the Canopies Contract was awarded to Joe Daniels Construction for \$1,051,800. Land acquisition for the South Transfer Point took place. Construction, including surface preparation, at three transfer points began in the fall. The South Transfer Point is on a longer time frame, pending relocation of a business on the property. ■

Transit Customer Development

Marketing & Customer Services

Marketing & Customer Services began efforts to publicize the proposed transfer point system. On-bus flyers, news releases and meeting hand-outs were developed, and a four-page "Metro Rethinks, Revises, Restructures" newspaper insert was distributed to approximately 55,000 households for Metro's March public meetings, as well as its public hearings in October and November. The public hearings were well attended. Between 60 and 80 people attended each of the three hearings. On September 17, a Groundbreaking Ceremony was held at the Southwest Transfer Point in the



Metro, is intended to make customers who live outside the Madison city limits feel more ownership in the system.

Print and radio advertising campaigns were developed to introduce the new EZ Rider Passes. These campaigns were targeted to middle and high school students. Pass sales exceeded projections.

A new web site was designed. Metro routes, schedules, system map, fares, how to ride information, and weekly Customer Service Updates are now readily available to people who have access to the Internet. ■

Planning & Scheduling Unit

The final public hearings for the Transfer Point System were held in October and November. The hearings culminated a series of public meetings over a two-year period that were designed to collect feedback on preliminary route and schedule proposals. Final route and schedule plans will be prepared in 1998.

An "On-Board" passenger survey was conducted to update the database of passenger demographic and trip information which has been maintained since 1955. This survey is conducted every five years. The most recent survey was conducted by NuStats, a consulting firm based in Austin, Texas. The

Maintenance Unit, for the availability of used coaches for fleet expansion. Seven coaches were purchased in 1997. ■

Operations

Metro hosted the annual Wisconsin Bus Operator Rodeo on Sunday, May 18. Six Metro operators finished in the top ten. Part of the American Public Transit Association's national competition, the event offered Metro drivers a chance to showcase their driving talents competitively against drivers from around the state. More than 58 drivers participated on both exhibition and competitive levels. Top ten Metro finishers in the Competitive Category were: Phillip Johnson, third place; Sheri Biddick, fourth place; Mark Sarenich, fifth place; Willy Becker seventh place; Eugene Paulus, ninth place; and William Gilbertson, tenth place. Tom Griffin finished first in the Exhibition Category, while Pete LeMay finished second.

Metro's new Trapeze paratransit scheduling and dispatching software package was installed during July. The software showed that it is more efficient to operate Local Motion buses in traditional paratransit service than on routes. The trip length for passengers was decreased, as was the necessity for transferring buses.

The implementation of the Trapeze software allowed us to complete the integration of paratransit service into the Operations Unit that began in 1995. The paratransit ride scheduling function was transferred to the Marketing & Customer Services Unit, enabling the Paratransit Supervisors to concentrate on evaluating paratransit service, supervising employees, monitoring contract compliance, responding to customer complaints, and optimizing the new computer system.

As part of a Safety Audit, 46 ride-checks were performed by Transit Mutual Insurance. "Undercover" inspectors riding the buses reported that Metro Operators provide safe transportation and are very courteous and helpful. Inspectors were very complimentary about their level of professionalism. ■



West Transfer Point Groundbreaking Ceremony

Performance Measures

General & Administrative Performance Measures	1996	1997
Operating expense, including depreciation	\$26,996,388	\$29,728,000
Total riders (fixed-route and paratransit)	9,966,085	10,542,100
Cost per rider	\$2.71	\$2.82
Cost per revenue mile	\$5.42	\$6.01
Cost per revenue hour	\$70.17	\$79.27
Administrative employees	56	67
Transportation revenue	\$6,913,928	\$7,451,356
Operating ratio	26%	25%
Transportation Performance Measures	1996	1997
Operations employees	240	227
Hours of service per operations employees	1,355	1,441
Passengers per miles of service	2.00	2.13
Passengers per hours of service	25.90	28.11
Passengers per total employees	28,313	29,365
Maintenance Performance Measures	1996	1997
Maintenance employees	56	57
Miles of revenue service per maintenance employee (directly operated)	72,926	73,745
Maintenance cost per revenue mile (directly operated)	\$1.01	\$1.11
Revenue miles operated per bus per year (directly operated)	22,076	21,780



Metro Transit System

1101 East Washington Avenue

Madison, Wisconsin 53703

608-266-4904

Visit us on the web at: www.ci.madison.wi.us/metro

City of Madison

■ ■ ■
Susan J.M. Bauman, Mayor

1997 Transit & Parking Commission Members:

■ ■ ■
James Arts

■ ■ ■
Carl Durocher

■ ■ ■
Ann Falconer, Chair

■ ■ ■
Randy Glysch

■ ■ ■
Peter Quigley

■ ■ ■
Kris Schutte

■ ■ ■
Alderman Kenith Golden

■ ■ ■
Alderman David Schneider

■ ■ ■
Alderman Micheal Staude

■ ■ ■
Chris Carlsen - 1st Alternate

■ ■ ■
Vic Villacrez - 2nd Alternate

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

- 58.6 square miles
- 220,000 population
- 45,000 people served on an average weekday, during the school year

Annual Operating Budget

- \$29,728,000, including depreciation

Total Employees

- 390

Transit Service

- 171 fixed-route buses
- 16 paratransit buses
- 4 paratransit vans
- 135 shelters
- 1,650 bus stops
- 23 fixed-routes
- 315,395 annual fixed-route revenue hours
- 3,975,246 annual fixed-route revenue miles

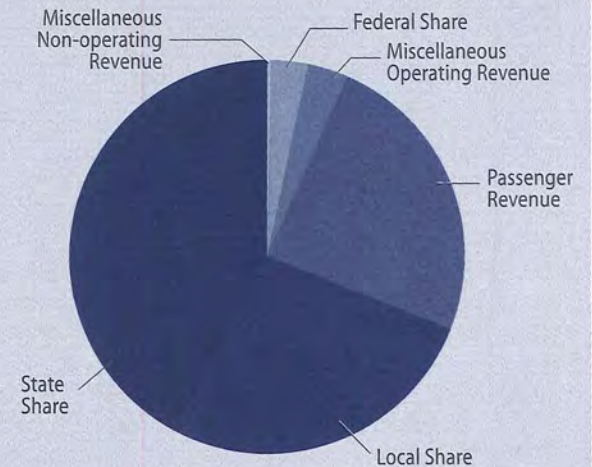
Ridership

- 10,317,783

Revenues & Expenses

Revenues

■ State Share	\$11,256,527
■ Local Share	\$7,142,595
■ Passenger Revenue	\$6,525,308
■ Federal Share	\$883,005
■ Miscellaneous Operating Revenue	\$840,079
■ Miscellaneous Non-operating Revenue	\$81,185
Total Revenues	\$26,728,699



Expenses

■ Total Salaries & Benefits	\$19,801,222
■ Total Purchased Services	\$3,594,943
■ Total Supplies	\$2,598,927
■ Interest & Principal	\$733,607
Total Expenses	\$26,728,699

