

3. Goals and Performance Standards

This chapter is intended to establish a framework for establishing overall goals for Yuba-Sutter Transit, and providing the means for ongoing measurement of achieving these goals.

The Yuba-Sutter Transit Mission Statement and Motto are retained from previous strategic planning efforts. The recommended goals and performance standards have been modified to respond to comments received during the December 2007 Yuba-Sutter Transit Board of Directors workshop and the 2007 Performance Audit conducted by JKaplan and Associates.

Yuba-Sutter Transit Mission Statement

To provide safe and cost effective public transportation services that increase mobility and improve the quality of life for Yuba and Sutter County residents.

Yuba-Sutter Transit Motto

Safety-Service-Smiles

This motto communicates the core values expressed in the mission statement maximize safety of Yuba-Sutter Transit passengers, the public at large and employees. The service that Yuba-Sutter provides is what passengers and potential passengers are most interested in, and from a policy standpoint the services should be efficient and cost-effective.

Yuba-Sutter Transit Goals and Performance Standards

The goals establish general direction for policies and operation, are value-driven and provide a long-range perspective. The minimum performance standard is the recommended minimum performance standard for achieving the goal. The recommended target performance objective is what Yuba-Sutter Transit should strive to achieve during the next five years. Importantly, the data source for ongoing monitoring is identified for each recommended performance standard.

1. Continue to provide safe and convenient transportation services to the residents of Yuba and Sutter counties for employment, shopping, educations and social service trips, so long as service can be provided in a cost-effective manner. (Safe and accessible goal)

Accessibility: Minimum standard is to provide access to public transportation within the Yuba-Sutter Transit Service area between 6:30 am and 6:30 pm on

weekdays and 8:30 to 5:00 pm on Saturday. Target objective is to provide public transportation services to residents within the Yuba-Sutter Transit service area between 6:00 am and 9:00 pm on weekdays, and service on Saturdays between 8:00 am and 6:30 p.m. and Sunday between 9:00 am and 4 pm, subject to the service efficiency standards described below.

Total Accidents: The minimum standard should be 100,000 miles between accidents with a target objective of 500,000 between all accidents.

Training and Safety Plan: Minimum standard and target objective is 100% compliance with the employee selection, drug testing, and training requirement included in the operator contractor. A summary of training and safety compliance should be included in the operator contract and validated by Yuba-Sutter staff.

2. Ensure that all transit programs can be provided at a high quality of service. Quality of service is more important than expansion of service. (Service quality goal)

The recommended performance standards to monitor the service effectiveness goal are:

On-time performance: Minimum standard is 0.5% percent of trips are not early and 95% of trips that are no more than 5 minutes late. Target objective is zero percent of trips that are not early and 99% of trips that are no more than 5 minutes late. For fixed route services, should be measured independently at least twice per year. The data would be collected by the Planning and Operations Manager recommended in Chapter 9. For dial-a-ride, the contractor report provides a analysis based on one randomly selected day per month.

Service Frequency: For local fixed route service, the minimum standard is 60 minutes for all local routes. The target objective is to provide 30 minute service for all local routes that can achieve 15 passengers after a two year implementation period.

For rural routes, the minimum standard is to provide a choice of two round trips for a minimum of two days a week. The target objective is to provide service three days a week with two round trips per day. Expansion of the number of round trips per day or the number of days per week served should be considered when the target objective of 4 passengers per revenue vehicle hour is exceeded for the fiscal year.

Road Calls: A minimum standard of 10,000 miles between road calls for all buses in the fleet that are within their normal useful life. A target objective of 12,500 miles between road call for all buses in the fleet that are within their normal useful life. The contractor report includes all road calls for the entire

fleet. The report should be adjusted to report on road calls for buses within their useful life and those that are beyond their useful life.

Customer Satisfaction: Every six months the Planning and Operations Manager should conduct a brief intercept survey at key transfer locations and report the results. A sample of the questionnaire is included in the Appendix.

3. Provide an effective level of service in response to demonstrated community market needs. (Service effectiveness goal)

Service productivity: The following are target objectives and minimum standards for measuring productivity as measure in passengers per vehicle service hour:

	Passenger Per Vehicle Revenue Hour	
	Minimum	Target
Local Fixed Route	13.0	17.0
Dial-A-Ride	3.0	4.0
Sacramento Routes	12.0	16.0
Rural (Foothill, Live Oak & Wheatland)	2.0	4.0
System	9.0	13.0

The current performance report includes total service hours, which includes non-revenue service such as deadheading to and from the Yuba-Sutter yard. Total service hours are all hours paid to the contractor, and include non-revenue service. In the future, passengers per vehicle revenue hour should be reported and monitored. This is the statistic required for the triennial performance audit, and is more reflective of productivity.

4. Provide public transportation services that are financially sustainable within existing local, state and federal funding programs and regulations in a cost-efficient manner (service cost-efficiency goal)

Farebox Recovery: The minimum standard systemwide is 14.6%. The target objective systemwide is 20%. The projected farebox recovery ratio is included in the monthly performance report provided by Yuba-Sutter Transit.

Cost Per Vehicle Revenue Hour: The minimum standard should be no more than 110% of five northern California peer systems. The target objective should be 90% of five northern California peer systems. This data would need to be collected and reported on annual basis by Sutter staff.

Figure 3-1 is a summary of the goals, minimum performance standards, and target objectives for Yuba-Sutter Transit.

Forecast Performance Summary

Figure 3-2 provides the forecast performance of Yuba-Sutter Transit between FY 2008/09 and FY 2012/13. The cost per revenue vehicle hour is expected to increase from \$63.19 in FY 2007/08 to \$87.54 in 2012/13. This is due to inflation, increases in the contractor costs, fuel costs, and the additional staff capacity.

While passenger growth is expected to remain strong, with a net gain of 200,000 passengers over the next five years, increased operating costs is projected to increase the average operating cost per passenger from \$4.95 per passenger in FY 2008/00 to \$6.59 in 2012/13, a rate higher than the expected continued trend of 3% inflation. More information on the operating cost factors are reviewed in Chapter 11.

In order to keep the farebox ratio above the target objective of 20%, two fare increases are recommended in FY 2009/10 and 2011/12. For the local fixed route, this will be first cash fare increase since 1993. The fare increases will enable Yuba-Sutter to end up with an average farebox recovery ratio of 24.6%, about what it projected to be in FY 2007/08.

Average productivity, as measured by passengers per revenue vehicle hour, will modulate throughout the five year planning horizon, but is projected to increase from an average of 12.8 passengers per hour in FY 2007/08 to 13.3 passengers per hour in FY 2012/13. The reason for the modulation is the introduction of Route 2 on 30 minutes frequencies, and the two fare increase. Both will have short-term impacts on system productivity.

**Figure 3-1
Summary of Goals, Minimum Standards and Target Objectives**

Goal	Minimum Standards	Target Objectives
<p>1. Continue to provide safe and convenient transportation services to the residents of Yuba and Sutter counties for employment, shopping, educations and social service trips, so long as service can be provided in a cost-effective manner.</p>	<p><u>Accessible:</u> provide access to public transportation within the Yuba-Sutter Transit Service area between 6:30 am and 6:30 pm on weekdays and 8:30 to 5:00 pm on Saturday. <u>Total Accidents:</u> 100,000 miles between accidents <u>Training and safety plan:</u> 100% compliance with the employee selection, drug testing, and training requirement included in the operator contractor.</p>	<p><u>Accessible</u> provide public transportation services to residents within the Yuba-Sutter Transit service area between 6:00 am and 9:00 pm on weekdays, and service on Saturdays between 8:00 am and 6:30 p.m. and Sunday between 9:00 am and 4 pm. <u>Total Accidents:</u> 500,000 miles between all accidents. <u>Training and safety plan:</u> same</p>
<p>2. Ensure than all transit programs can be provided at a high quality of service. Quality of service is more important than expansion of service.</p>	<p><u>On-time performance:</u> 0.5% percent of trips are not early and 95% of trips that are no more than 5 minutes late. <u>Frequency:</u> For local fixed route service, the minimum standard is 60 minutes for all local routes. <u>Road Calls:</u> 10,000 miles between road calls for all buses in the fleet that are within their normal useful life. <u>Customer Satisfaction Survey:</u> Every six months</p>	<p><u>On-time performance:</u> zero percent of trips that are not early and 99% of trips that are no more than 5 minutes late. <u>Frequency:</u> provide 30 minute service for all local routes that can achieve 15 passengers after a two year implementation period. <u>Road Calls:</u> 12,500 miles between road call for all buses in the fleet that are within their normal useful life.</p>
<p>3. Provide an effective level of service in response to demonstrated community market needs.</p>	<p><u>Passengers Per Vehicle Service Hour:</u> Local Fixed Route: 13.0 Sacramento: 12.0 Dial-A-Ride: 3.0 Rural Routes: 2.0</p>	<p><u>Passengers Per Vehicle Service Hour:</u> Local Fixed Route: 17.0 Sacramento: 16 Dial-A-Ride: 4.0 Rural Routes: 4.0</p>
<p>4. Provide public transportation services that are financially sustainable within existing local, state and federal funding programs in a cost-efficient manner</p>	<p><u>Farebox Recovery:</u> The minimum standard systemwide is 14.6%. <u>Cost Per Vehicle Revenue Hour:</u> The minimum standard should be no more than 110% of five northern California peer systems.</p>	<p><u>Farebox Recovery::</u> Systemwide target is 20%. <u>Cost Per Vehicle Revenue Hour:</u> 90% of five northern California peer systems.</p>

Exhibit 3-2
Yuba-Sutter Transit Performance Summary

	FY 2006/07 Actual	FY 2007/08 Projected	FY 2008/09 Projected	FY 2009/10 Projected	FY 2010/11 Projected	FY 2011/12 Projected	FY 2012/13 Projected
Base Statistics							
Passengers	828,166	901,888	998,952	1,036,764	1,067,892	1,048,925	1,101,929
Revenue vehicle hours	67,453	70,716	74,893	79,190	80,411	82,045	82,957
Operating cost	\$ 3,898,386	\$ 4,468,400	\$ 5,095,028	\$ 5,935,118	\$ 6,470,962	\$6,864,273	\$7,262,325
Fare Revenues	\$ 884,972	\$ 1,093,835	\$ 1,170,730	\$ 1,323,174	\$ 1,387,225	\$1,697,998	\$1,785,277
System Performance Indicators							
Operating cost/revenue vehicle hour	\$ 57.79	\$ 63.19	\$ 68.03	\$ 74.95	\$ 80.47	\$ 83.67	\$ 87.54
Operating cost/passenger	\$ 4.71	\$ 4.95	\$ 5.10	\$ 5.72	\$ 6.06	\$ 6.54	\$ 6.59
Passengers/ revenue vehicle hour	12.3	12.8	13.3	13.1	13.3	12.8	13.3
Farebox recovery ratio	22.7%	24.5%	23.0%	22.3%	21.4%	24.7%	24.6%

Yuba-Sutter Transit Performance Report

On the next two pages is a sample performance report that would be recommended for the mid-year performance summary and year-end performance summary. It visually shows the performance over the past five years and whether or not performance falls within the minimum performance standard and target performance objective range.