



TECHNICAL MEMORANDUM #5

Date: September 17, 2018 Project #: 21289
To: Paige West, RVT D
From: Susan Wright, PE and Molly McCormick (Kittelson & Associates, Inc.)
Subject: Vision Statement and Goal Areas

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INTRODUCTION

The following outlines three potential vision statements and six goal areas for RVT D’s 2040 Transit Master Plan (the Plan). The vision statements will be reviewed and discussed with the TAC and CAC to provide input to RVT D to develop one vision statement. The six goal areas are accompanied by a range of evaluation criteria and performance monitoring measures. Evaluation criteria will be used as the Plan is being developed, helping to prioritize projects and evaluate future scenarios. Performance monitoring will occur after Plan adoption, as the Plan is implemented and RVT D moves toward its ideal 2040 system.

IN THIS MEMO

- ▶ Vision Statement
- ▶ Goal Areas
- ▶ Recommended Evaluation Criteria and Performance Monitoring Measures

VISION STATEMENT

The following outlines three proposed vision statements for RVT D’s 2040 Transit Master Plan (the Plan). The vision statements convey similar ideas but use different wording, resulting in different emphasis. The three options were reviewed and discussed with the

TAC and CAC and with the public. Their input led to a proposed vision statement to the Board. The Board provided modifications and adopted the version below.

VERSION 1

In 2040, RVTD provides quality, efficient public transportation, regarded by residents and visitors as a realistic and viable travel choice, helping to improve quality of life in the Rogue Valley.

VERSION 2

In 2040, RVTD provides frequent service on the most traveled corridors and provides access to reliable transit for all residents of and visitors to the Rogue Valley.

VERSION 3

In 2040, RVTD meets people's daily travel needs, including those who are transit-dependent, connecting them to their communities, to jobs and opportunity, and to most places residents and visitors travel in the Rogue Valley.

VERSION ADOPTED BY BOARD

In 2040, RVTD provides quality, efficient public transportation for residents and visitors, including those who are transit-dependent, improving the quality of life and the environment in the Rogue Valley and connecting its diverse communities to jobs, opportunity, and daily needs.

GOAL AREAS

There are five goal areas that will be used to support the selected vision statement; Community, Coordination, Economy, Environment, and Service Quality. Each goal area has a corresponding statement that articulates RVTD's aspirations. A series of evaluation criteria and performance monitoring measures will be used to determine how well the Plan elements are meeting the goals.

Evaluation criteria are measures that are used to identify and prioritize projects or scenarios for inclusion in the final Plan. As the Plan is developed, evaluation criteria will be used to inform the projects and scenarios recommended for implementation by 2040. Evaluation criteria will be used to evaluate impacts of single projects to determine the expected outcomes of a package of projects, or scenarios.

Performance monitoring measures are used after the Plan is adopted. They provide a means of measuring RVTD's progress toward reaching its goals. A given measure can be monitored continually or periodically to understand how the RVTD system is changing and whether it is meeting performance targets in each goal area.

Performance monitoring is often completed by comparing the existing performance of the system against the base-year condition, against peer agency performance, and/or against a target. For example, RVTD's *Ten-Year Long-Range Plan, 2007–2017* established a target of maintaining on-time performance at 95 percent for all non-peak-hour routes. On-time performance is the measure and 95 percent is the target against which RVTD monitors its performance. Additional measures for performance monitoring will be developed later in the project as part of the plan and work program development; however, those presented here demonstrate how the goal can be monitored over time.

The following tables present performance measures applicable to each RVTD goal. Check-boxes indicate the potential use of each measure for scenario-level evaluation, project-level evaluation, and performance monitoring, as well as whether the measure is already collected by RVTD.

The evaluation criteria and performance monitoring measures provided for each goal area are also assigned a tier. The tiers are defined as follows:

- ▶ Tier I – Required measure based on adopted RVTD, RVMPO, or Statewide plan or policy
- ▶ Tier II – RVTD on-going measure or local agency plan supported measure

In addition to the measures discussed below, Attachment A provides a list of measures from RVTD's *Ten-Year Long Range Plan, 2007–2017* which are not relevant to scenario and project evaluation but are important to the operations of RVTD, particularly in terms of its coordination with staff, partners, and the public. A new set of performance monitoring measures will be developed as part of the plan and work program development.

Attachment B documents evaluation criteria and performance measures documented in Memo 2 and Memo 5 (this memo) and identifies criteria and measures recommended and not recommended for evaluating scenarios and projects. This list will be used later in the project for developing performance monitoring measures.

GOAL I: COMMUNITY

Connect the region, focusing on increasing equitable access to transportation and improving quality of life.

The recommended evaluation criteria and performance monitoring measures for Goal Area 1 (Community) are summarized in Table 1 below.

Table 1: Goal 1 – Community Measures

Measure	Use			Already Collected by RVTD	Tool	Tier
	Scenario-level Evaluation	Project-level Evaluation	Performance Monitoring			
Ridership	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TBEST, Farebox	I
Ridership per capita of service area, urban area, and/or county	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TBEST, Ridership and Population Data	I
Percentage of current and future mixed-use/multi-family zoned land within ¼-mile of a transit route or stop	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	TBEST	II
Low-income population within ¼-mile of transit route or stop	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	TBEST	I
Minority population within ¼-mile of transit route or stop	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	TBEST	I
Percentage of regional employment within ¼-mile of transit service	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	JEMnR, TBEST	II
Aged population within ¼-mile of transit route or stop	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	TBEST	I
Disabled population within ¼-mile of transit route or stop	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	TBEST	I

GOAL II: COORDINATION

Coordinate closely with regional partners (such as the surrounding cities, Jackson County, ODOT, and other agencies), within RVTD, and with the public to ensure efficient delivery of high-quality services integrated with other modes and supportive land uses.

The recommended evaluation criteria for Goal Area 2 (Coordination) is included in Table 2 below. Additional measures for performance monitoring will be developed for this goal as part of the plan and work program development.

Table 2: Goal 2 – Coordination Measures

Measurement	Use			Already Collected by RVTD	Tool	Tier
	Scenario-level Evaluation	Project-level Evaluation	Performance Monitoring			
Relative degree of stakeholder/public support	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Public and Stakeholder Comments	II
Integration with other modes by providing appropriate access and connections to existing or future systems such as trail and bicycle networks	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Comparative Assessment	II
Integration with land use, transportation, and capital improvement plans	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Comparative Assessment	II

GOAL III: ECONOMY

Enhance RVTD's cost effectiveness and provide convenient and reliable service that supports the local economy.

The recommended evaluation criteria and performance monitoring measures for Goal Area 3 (Economic) are summarized in Table 3 below.

Table 3: Goal 3 – Economy Measures

Measurement	Use			Already Collected by RVTD	Tool	Tier
	Scenario-level Eval.	Project-level Eval.	Performance Monitoring			
Farebox recovery ratio	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TBEST, Farebox Data	II
Annual operations cost	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	TBEST, Current Data	II
Capital cost	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Remix, Cost Data	II
Opportunity to leverage other capital projects	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	GIS	II
Type of funding sources available	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Assessment	II
Revenue miles of service per capita	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	TBEST, Current Data	I
Revenue hours per capita	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Remix, Population Data	I
Passengers per revenue mile	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TBEST, Ridership Data	II
Cost per revenue mile	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Remix, Cost Data	II
Cost per revenue hour	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Remix, Cost Data	II
Cost per mile	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Remix, Cost Data	II
Cost per hour	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Remix, Cost Data	II
Cost per boarding for fixed-route transit	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TBEST, Cost Data	I
Cost of equipment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Cost Data	II
Percentage of regional essential destinations within ¼-mile of a transit route or stop	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	GIS	II
Percentage of major employers (100 employees, 20 employees/acre) within ¼-mile of a transit route or stop	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	GIS	II
Percentage of employees within ¼-mile of a transit route or stop	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	GIS	II
Percentage of public transit buses exceeding useful life	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Fleet Data	I
Average rolling stock age	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Fleet Data	I
Facilities condition	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Facilities Data	I

GOAL IV: ENVIRONMENT

Implement a system that lessens the environmental impact of travel.

The recommended evaluation criteria and performance monitoring measures for Goal Area 4 (Environment) are summarized in Table 4 below.

Table 4: Goal 4 – Environment Measures

Measurement	Use			Already Collected by RVTD	Tool	Tier
	Scenario-level Evaluation	Project-level Evaluation	Performance Monitoring			
Person-carrying capacity of transit route/project	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	TBEST	I
Estimated change in regional greenhouse gas emissions	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	JEMnR, GreenSTEP	I
Vehicle miles traveled	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	JEMnR	I
Effects on regional congestion (total hours of delay)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	JEMnR	I
Percentage of areas meeting density threshold within ¼-mile of a transit route or stop	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	GIS	II
Percentage of fleet that are CNG, biodiesel, hybrid, and electric vehicles	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Fleet Data	I
Natural, built, and cultural resources at risk	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Assessment	II

GOAL V: SERVICE QUALITY

Provide a service that is safe, comfortable and convenient for riders.

The recommended evaluation criteria and performance monitoring measures for Goal Area 5 (Service Quality) are summarized in Table 5 below.

Table 5: Goal 5 – Service Quality Measures

Measurement	Use			Already Collected by RVTD	Tool	Tier
	Scenario-level Evaluation	Project-level Evaluation	Performance Monitoring			
Percentage of all dwelling units within ¼-mile of 30-minute transit service	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TBEST, GIS	I
Percentage of all dwelling units within ¼-mile of transit service	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	TBEST, GIS	II
Service headways	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	JEMnR, Schedule Data	I
Service span	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	JEMnR, Schedule Data	I
Transit mode share	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	JEMnR	I
Mode split/shift	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	JEMnR	I
Percentage of essential destinations accessible within a 30-minute transit trip from Front Street Station and other future transit centers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	TBEST	II
Percentage on-time performance within 5 minutes at transfer points	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AVL Data	I
Ratio of transit travel time to car travel time	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TBEST, Google	II
Total number of reportable injuries	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Incident Data	II
Total number of reportable safety events	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Incident Data	II
Mean time between major mechanical failures	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Maintenance Data	II
Vehicle load (% over capacity at peak)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	TBEST, Ridership Data	I

ATTACHMENT A

Attachment A: Overview of Performance Measures Useful for Performance Monitoring in RVTD's Ten-Year Long Range Plan, 2007-2017

Goal Area		Measurement
Proposed Goal Areas	LRP Goal Area	
Coordination	Social - Support equitable access to transportation	Passenger survey frequency
Coordination	Social - Support equitable access to transportation	Frequency of attendance at Special Transportation Advisory Committee and Coordinated Human Services Committee
Service Quality	Social - Support equitable access to transportation	Percentage of bus stops within 500 feet of a pedestrian crossing or facility
Service Quality	Social - Support equitable access to transportation	Percentage of Bus Operators that have completed Sensitivity Training in the last three years
Coordination	Social - Support equitable access to transportation	Percentage of RVTD-hosted Interactive Education programs of Senior and Assisted-Living facilities within 0.15 mile of a transit route each year
Coordination	Social - Support equitable access to transportation	Maintain membership to the Hispanic Chamber of Commerce and attend at least one meeting per year for ACCESS and other low-income and minority agencies.
Coordination	Social - Improve quality of life	Number of free "how to use transit" trainings each year
Coordination	Organizational – Ensure the efficient use of transit investments	Percentage of paratransit clients with Travel Trainer program training
Coordination	Organizational – Ensure the efficient use of transit investments	Conduct community survey before starting new service, or utilize similar data, to ensure new service will be productive after no more than five years. Productivity is linked to farebox ratio and passengers per mile.
Coordination	Organizational – Ensure the efficient use of transit investments	Number of agencies where there has been adoption of guidelines, managed and secured intergovernmental agreements for low-priority traffic signal pre-emption technology
Coordination	Organizational – Ensure the efficient use of transit investments	Number of signals where low-priority traffic signal pre-emption technology has been deployed
Coordination	Organizational – Maintain overall service quality while increasing service levels	Customer complaint response
Coordination	Organizational – Improve public outreach/marketing	Percentage of bus shelters with transit schedule and route information provided
Coordination	Organizational – Improve public outreach/marketing	Number of schools included in the Enhance Safe Routes to School program
Environmental	Environmental - Reduce water and other pollution	Per capita energy use from lighting and HVAC system in existing buildings

ATTACHMENT B

Attachment B: Overview of Performance Measures from Memos 2 and 5