



# Technical Memorandum #3

April 12, 2022

Project# 23021.039

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CC: Ian Horlacher, ODOT

RE: FINAL TM#3: Transit Benchmarks and Monitoring Program (Task 2.3)  
Curry County Transit Development Plan

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## INTRODUCTION

This memorandum presents the transit benchmarks proposed to be used to monitor Curry Public Transit, Incorporated's (CPTI's) performance following the development and implementation of the Transit Development Plan (TDP). These benchmarks consider system-wide efficiency and effectiveness. These benchmarks consider the existing goals of CPTI, ODOT, and local jurisdictions as well as national best practices. They also consider existing and future data availability and the ease of implementing the recommended performance management and monitoring program. The final portion of this memorandum explores future growth forecasts for and development areas within Curry County, which will help inform existing and future transit needs to be explored in the next phase of this planning process.

## EXISTING PERFORMANCE MEASURES AND DATA AVAILABILITY

Performance measures help transit providers monitor the extent to which transit services reflect the provider's vision and achieve the provider's goals. Performance measurement is also a valuable tool for ongoing monitoring and management of all aspects of transit service delivery. As a recipient of federal funding, CPTI

is already required to collect and report certain information to the Federal Transit Administration (FTA), which is then available through the National Transit Database (NTD). Data available via NTD include:

- Total operating expenses
- Funding from local, state, federal, and other sources
- Total capital expenses
- Fare revenues
- Contract revenues
- Total vehicles in fleet
- Total ADA-accessible vehicles in fleet
- Annual vehicle miles
- Annual vehicle hours
- Annual ridership
- Average age of fleet
- Incidents
- Accidents
- Measures derived from the above, such as cost per ride or vehicle miles per vehicle

The most recent Curry County Transportation System Plan (TSP), Brookings TSP, and Curry County Coordinated Human Services Public Transportation Plan did not specify additional transit-related performance measures.

## PROPOSED PERFORMANCE MEASURES

This section proposes draft performance measures that align with the goals proposed in *Memo #2: Transit Goals, Policies, and Practices*. Measures are generally categorized by the corresponding goal, summarized as follows:

- **Goal 1:** Customer-Focused Services – Provide services that are **safe, comfortable, and convenient** for all riders.
- **Goal 2:** Accessibility and Connectivity – **Improve access and connections** within and between communities in the CPTI service area, as well as connection to services beyond the service area
- **Goal 3:** Coordination – **Collaborate with public and private partners** to maximize services
- **Goal 4:** Health and Sustainability – Foster public, environmental, and **fiscal health** through transit investments

## FOCUS AREAS

The performance measures listed in Table 1 and organized by focus area are proposed for monitoring system performance over time. These measures are directly linked to the goals and policies identified in *Draft Memo#2: Transit Goals, Policies, and Practices*. Performance measures are most effective when supported by readily available data. As such, the focus areas shown in Table 1 are outcome measures that describe transit performance given a set of inputs. The measures identified for each focus area directly relate to

advancing CPTI's goals and policies related to customer-focused services that are safe, well-connected, well-coordinated, and sustainable. The eight focus areas are:

1. **Service Coverage:** Service coverage measures evaluate the area served by service and the potential customers located within that area.
2. **Service Provision and Utilization:** These measures describe how much service is provided and how much the service is utilized.
3. **Cost Efficiency:** These measures compare service outputs (e.g., revenue hours) to service inputs (e.g., costs); they evaluate how efficiently service is provided but not necessarily whether the service is meeting passenger needs.
4. **Cost-Effectiveness:** These measures compare service inputs (e.g., costs) to service outcomes (e.g., passenger trips).
5. **Resource Utilization:** Resource utilization measures evaluate how effectively the agency's resources (e.g., vehicles) are being used.
6. **Maintenance Administration:** Maintenance administration measures focus on both the inputs related to maintaining agency resources (e.g., costs) and on the outcomes (e.g., vehicle reliability).
7. **Perceived Service Quality:** These measures reflect the quality of transit service perceived by passengers as they use transit service.
8. **Safety and Security:** Safety and security measures supplement perceived service quality measures by providing insights into the potential for passengers being injured (safety) or the victim of a crime (security) while using transit service.

The performance measures associated with each focus area in Table 1 are tailored to small transit agencies serving large rural areas and operate within the constraints of a relatively small operating budget. The availability and reliability of data were considered in recommending these performance measures. Data for each measure in Table 1 are either already collected for the NTD or are feasible for CPTI to track internally.

**Table 1. Proposed Performance Measures**

Measure	Description	Data Requirements	Potential Source
<b>Service Coverage — Related to Goal 2</b>			
<b>Population within ¼ Mile of Transit Route or Service</b>	Provides ridership proxy using population near stops or service	population near stops	American Community Survey (US Census), Remix software
<b>Employees within ¼ Mile of Transit Route or Service</b>	Provides ridership proxy using employment near stops or service	employment near stops	Remix software
<b>Service Equity</b>	The equitable distribution of costs and benefits resulting from transit projects or services. This measure is typically evaluated with census data of	geographic distribution of transportation disadvantaged populations, public involvement	American Community Survey (US Census), Remix, stakeholder outreach

Measure	Description	Data Requirements	Potential Source
	disadvantaged populations. Community surveys and/or refined GIS data can help supplement census data.		
<b>Service Provision and Utilization — Related to Goal 1, Goal 2, and Goal 4</b>			
<b>Annual Passenger Trips</b>	The annual number of boarding passengers. Ridership will be measured in terms of unlinked trips, where all boardings are counted, including transfers.	passenger boardings	CPTI data (already collected for the NTD)
<b>Annual Vehicle Revenue Miles</b>	The total number of miles that transit vehicles travel each year while in service (available to pick up and drop off passengers).	vehicle schedules (fixed-route), driver logs (demand response)	CPTI data (already collected for the NTD)
<b>Annual Vehicle Revenue Hours</b>	The total number of hours that transit vehicles travel each year while in service.	vehicle schedules (fixed-route), driver logs (demand response)	CPTI data (already collected for the NTD)
<b>Cost Efficiency — Related to Goal 4</b>			
<b>Cost per Revenue Hour</b>	Annual operating cost divided by annual vehicle revenue hours. This measure is used to estimate the cost of adding service hours when planning service expansions and, over time, to compare how the agency's costs are increasing relative to inflation. It is particularly sensitive to changes in an agency's labor costs.	annual cost data, annual vehicle revenue hours	CPTI data (already collected for the NTD)
<b>Cost-Effectiveness — Related to Goal 4</b>			
<b>Cost per Passenger Trip</b>	Annual operating cost divided by annual passenger trips. This is a core measure of the amount of transit system resources required to meet ridership demand.	annual cost data, annual passenger boardings	CPTI data (already collected for the NTD)

Measure	Description	Data Requirements	Potential Source
<b>Boardings per Revenue Hour</b>	Annual passenger trips divided by annual vehicle revenue hours; a measure of how productive a service is. It can also be used to evaluate whether a different service model could be considered.	annual passenger boardings, annual revenue hours	CPTI data (already collected for the NTD)
<b>Resource Utilization — Related to Goal 4</b>			
<b>Annual Revenue Miles per Vehicles in Maximum Service</b>	Annual vehicle revenue miles divided by the number of vehicles in service on a typical weekday. This measure can be used to estimate how frequently vehicles will need to be replaced.	annual vehicle revenue miles, vehicle schedules	CPTI data (partially collected for the NTD)
<b>Maintenance Administration — Related to Goal 4</b>			
<b>Maintenance Cost per Vehicle</b>	This measure tracks the amount of resources required to maintain the fleet. An aging and/or fuel-inefficient fleet will tend to have higher costs.	total maintenance costs, total number of vehicles	CPTI data collection
<b>Vehicle-Miles Between Breakdowns</b>	Annual vehicle revenue miles divided by annual number of in-service breakdowns. Vehicle breakdowns are one source of reliability problems. This measure is intended for internal agency use in monitoring trends in vehicle breakdowns.	number of breakdowns, distance traveled by transit vehicles	CPTI data collection
<b>Perceived Service Quality — Related to Goal 1, Goal 2, Goal 3, and Goal 4</b>			
<b>Bus Stop Amenities</b>	Comfortable waiting environments help improve the customer experience and can attract new ridership. This measure tracks the number of bus stops with signage, seating, and shelters	capital inventory data	CPTI data collection
<b>Number of Missed Connections with Coordinated Transit Systems</b>	Some trips taken on CPTI services are part of a longer trip continuing outside Curry County; a missed connection can be a serious inconvenience for a passenger, particularly when	total number of reported missed connections	CPTI data collection

Measure	Description	Data Requirements	Potential Source
	few connection opportunities exist. This measure records missed connections with neighboring transit systems, where the schedules are timed to facilitate connections and CPTI was responsible for the missed connection.		
<b>Safety and Security — Related to Goal 1 and Goal 4</b>			
<b>Customer Feedback Tracking</b>	This measure tracks the number of customer complaints and compliments, either through a formal commenting program (e.g., comment cards, website comment links), social media and traditional news media monitoring, or a combination of these.	total number of complaints and compliments	CPTI data collection
<b>Total Reportable Incidents</b>	This is a measure of transit safety. The FTA defines five categories of reportable incidents, including fatalities, injuries, property damage of \$25,000 or more, crashes where a transit vehicle must be towed away, and evacuations	total number of reportable incidents	CPTI data (already collected for the NTD)

## SUMMARY OF PERFORMANCE MEASURES AND DATA AVAILABILITY

Table 2 summarizes the proposed performance measures, including data source(s), whether the measures have been tracked historically, whether data are available for CPTI to implement the measure, and whether the measures are recommended later in this memorandum for peer comparison purposes.

**Table 2. Measures and Data Availability**

Measure	Available Data Source	Historically Tracked?	Available for CPTI	Recommended for Peer Comparison
<b>Population within ¼ Mile of Transit Route or Service</b>	Remix	<b>No</b>	Yes	No
<b>Employees within ¼ Mile of Transit Route or Service</b>	Remix	<b>No</b>	Yes	No
<b>Service Equity</b>	American Community	<b>No</b>	Yes	No

Measure	Available Data Source	Historically Tracked?	Available for CPTI	Recommended for Peer Comparison
	Survey/Remix			
<b>Total Passenger Trips</b>	NTD	Yes	Yes	Yes
<b>Annual Vehicle Revenue Miles</b>	NTD	Yes	Yes	Yes
<b>Annual Vehicle Revenue Hours</b>	NTD	Yes	Yes	Yes
<b>Cost per Revenue Hour</b>	NTD	Yes	Yes	Yes
<b>Cost per Passenger Trip</b>	NTD	Yes	Yes	No
<b>Boardings per Revenue Hour</b>	NTD	Yes	Yes	Yes
<b>Annual Revenue Miles per Vehicle</b>	NTD	Yes	Yes	No
<b>Maintenance Cost per Vehicle</b>	CPTI budgets	<b>No</b>	Yes	No
<b>Vehicle-Miles Between Breakdowns</b>	CPTI	<b>No</b>	No	No
<b>Bus Stop Amenities</b>	Field collection/ Not available	<b>No</b>	Yes	No
<b>Number of Missed Connections with Coordinated Transit Systems</b>	Surveys/Not available	<b>No</b>	No	No
<b>Customer Feedback Tracking</b>	CPTI monitoring/ Not available	<b>No</b>	Yes	No
<b>Total Reportable Incidents</b>	NTD	<b>No</b>	No	No

## BENCHMARKING

Benchmarking involves comparing current performance with an agency's own past performance and/or peer agency performance. The benchmark type associated with each performance measure, internal trend analysis or peer comparison, is dependent on whether the data required for the measure are available from the NTD. All of the proposed performance measures can be compared to CPTI's own historic performance (trend analysis), which is useful for evaluating general performance trends over time (i.e., whether performance is improving or getting worse). Peer comparison adds the element of comparing CPTI's performance to that of similar service providers, which helps provide context to performance results and can help identify areas where CPTI is already strong as well as areas where improvement may be possible. Because peer comparison require performance measures that are consistently defined and reported, only measures available in the NTD are proposed to be included in a peer comparison.

# INITIAL FIVE-YEAR BENCHMARK DEVELOPMENT AND MONITORING

This section provides initial five-year benchmarks and monitoring for those performance measures for which CPTI has historic data. The benchmarks were developed by route, taking the five-year annual average for calendar years 2015 through 2019.

**Each of the tables on the following pages compares the performance measure result for the most recent calendar year (2019) against the five-year benchmark. 2020 data are shown for reference, but are not benchmarked given the continuing impacts of COVID-19.**

- A green checkmark: ✓ indicates that the 2019 results met or exceeded the benchmark.
- A red X: ✗ indicates that the 2019 results did not attain the benchmark.

## Service Coverage

CPTI has not historically tracked the proposed service area metrics of **population, employment,** and disadvantaged populations (**service equity**) within ¼ mile of bus stops. Table 3 shows the existing population, employment, and service equity of the CPTI fixed-route system (represented by Brookings, Port Orford, and Gold Beach) and compares the values to Curry County's overall demographics. Bolded values show demographic groups where transit is serving a greater proportion of these groups relative to their proportion of the county population. As shown, CPTI serves a higher proportion of people in poverty, elderly adults, youth, households with no vehicles, people with disabilities, and people with limited English proficiency as compared to their proportions in Curry County as a whole. The CPTI fixed-route system serves approximately 41.5% of the County's population and 48.9% of the County's employment. These figures do not include additional coverage provided by the demand-response system.

**Table 3. Service Equity**

Disadvantaged Population	Total Population	Total Employment	Poverty	200% Poverty*	Elderly Adults	Youth	Limited English	Persons with Disabilities	Households with no Vehicles*
<b>Curry County</b>	23,446	8,337	34.3%	65.7%	33.7%	14.6%	0.4%	23.5%	6.4%
<b>Brookings</b>	6,744	2,774	28.5%	<b>71.5%</b>	29.2%	<b>18.5%</b>	<b>0.5%</b>	17.0%	4.2%
<b>Port Orford</b>	1,146	355	<b>55.8%</b>	44.2%	<b>42.2%</b>	2.7%	0.0%	<b>40.0%</b>	<b>14.7%</b>
<b>Gold Beach</b>	2,341	1,045	<b>42.7%</b>	57.3%	28.2%	12.4%	<b>0.5%</b>	23.3%	<b>8.1%</b>

\*Demographics are based on census information, as presented in Memo #1: Existing System Conditions



## Service Provision and Utilization

Table 4 and Figure 1 show **annual rides**. As shown, transit ridership has increased compared to its five-year benchmark. It is also notable that the 2020 results exceed the benchmark, despite the pandemic.

**Table 4. Annual Rides**

Five-Year Benchmark	CPTI
	28,923 or higher
2015	28,833
2016	27,726
2017	28,392
2018	29,533
2019	<b>30,131</b>
Meets Benchmark?	✓
2020	29,753

**Figure 1. Annual Rides**

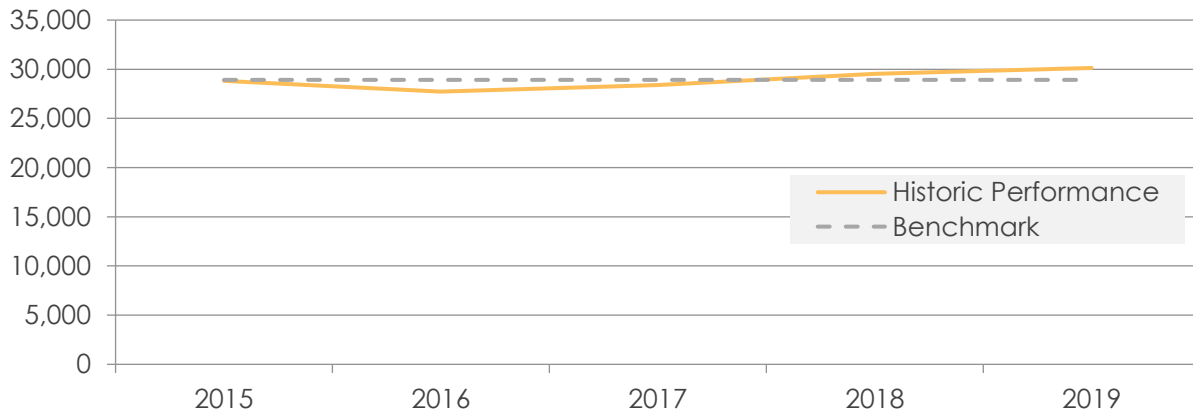


Table 5 and Figure 2 show **annual revenue miles**. As shown, CPTI provided more revenue miles in 2019 compared to the five-year benchmark. The values for 2015 through 2019 are from the National Transit Database, which accounts for losses in service due to severe weather, vehicle breakdowns, or other cancelled service, but also may include deadhead miles. In 2020, CPTI provided about 40,000 more revenue miles than the benchmark, showing a large increase in revenue miles despite the COVID-19 pandemic.

**Table 5. Annual Revenue Miles**

Five-Year Benchmark	CPTI
	242,405 or higher
2015	241,385
2016	241,621
2017	244,699
2018	241,166
2019	<b>243,153</b>
Meets Benchmark?	✓
2020	284,176

**Figure 2. Annual Revenue Miles**

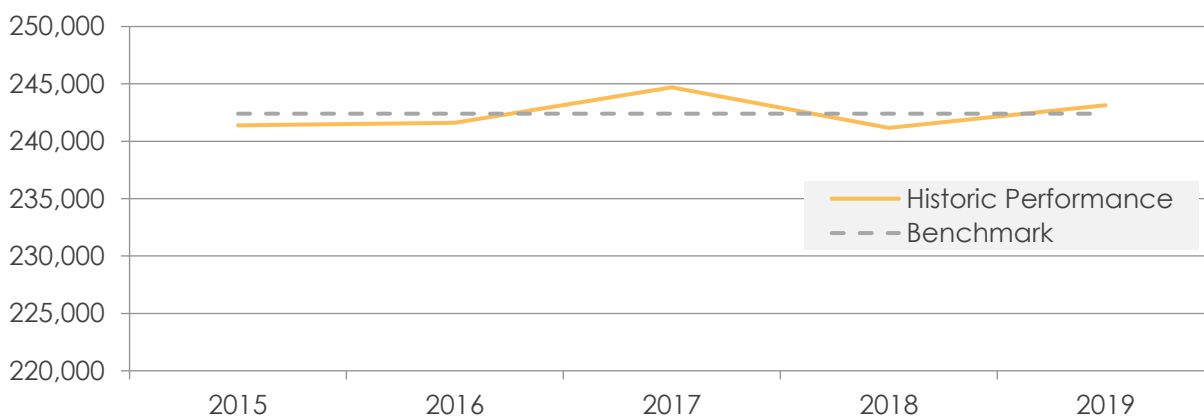
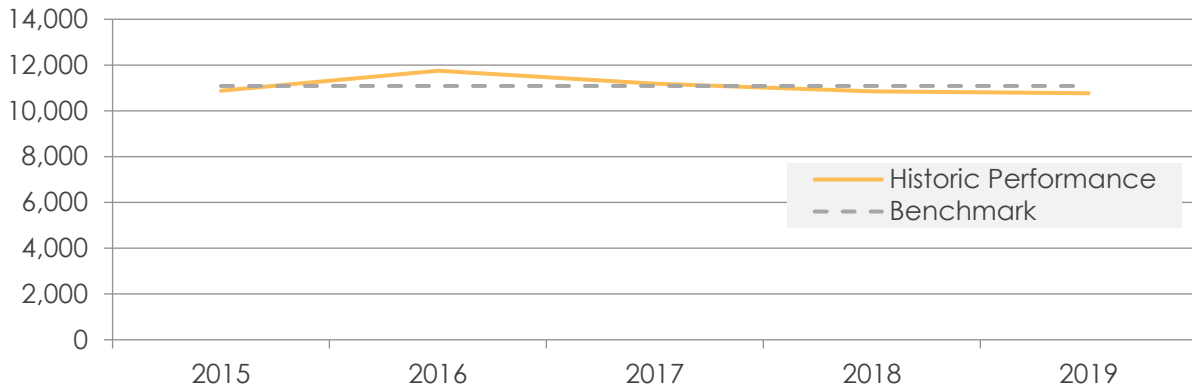


Table 6 and Figure 3 show **annual revenue hours**. As shown, CPTI provided fewer service hours in 2019 compared to the five-year benchmark. The reported annual hours numbers for 2015 through 2019 are from NTD, which accounts for losses in service due to severe weather, vehicle breakdowns, or other cancelled service. Annual revenue hours in 2020 exceeded the benchmark, despite the pandemic.

**Table 6. Annual Revenue Hours**

Five-Year Benchmark	CPTI
	11,088 or higher
2015	10,881
2016	11,750
2017	11,184
2018	10,857
2019	<b>10,769</b>
Meets Benchmark?	✗
2020	12,509

**Figure 3. Annual Revenue Hours**



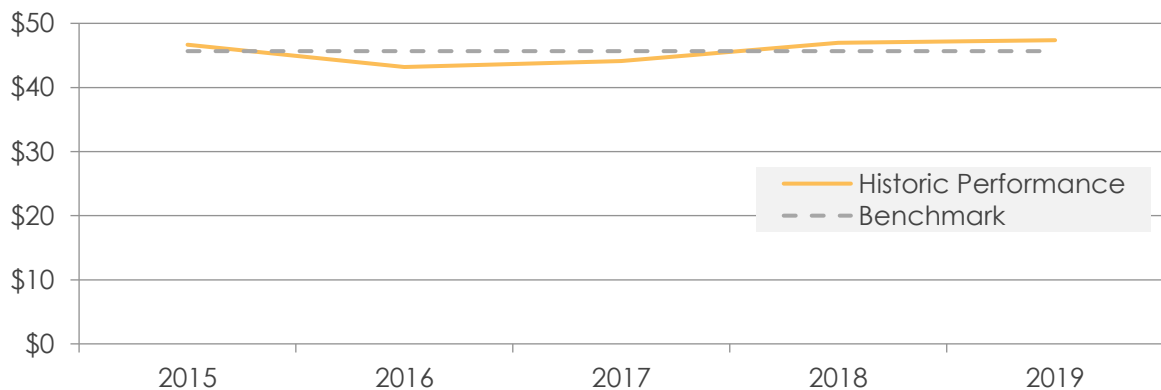
## Cost Efficiency

Table 7 and Figure 4 show the **cost per revenue hour**, which includes the cost for bus and demand-response services. As shown, costs have climbed steadily since 2016 and the 2019 value exceeded the five-year benchmark. In 2020, costs were more than \$10 over the benchmark. Costs increased for a number of reasons in 2019 and 2020, including higher driver wages, higher fuel costs, and additional cleaning costs.

**Table 7. Cost per Revenue Hour**

Five-Year Benchmark	CPTI
	\$45.66 or lower
2015	46.66
2016	43.19
2017	44.13
2018	46.97
2019	<b>47.37</b>
Meets Benchmark?	<b>✘</b>
2020	56.99

**Figure 4. Cost per Revenue Hour**



## Cost-Effectiveness

Table 8 and Figure 5 show the **cost per passenger trip**. As shown, the cost per trip has decreased since 2016 and was below the five-year benchmark in 2019, indicating that CPTI has been attracting new ridership at a faster rate than its operating costs have increased. The cost per trip increased dramatically in 2020, primarily as a result of CPTI's increased costs to provide service during the pandemic.

**Table 8. Cost per Passenger Trip**

Five-Year Benchmark	CPTI
	\$17.50 or lower
2015	17.61
2016	18.31
2017	17.38
2018	17.27
2019	<b>16.93</b>
Meets Benchmark?	✓
2020	23.96

**Figure 5. Cost per Passenger Trip**

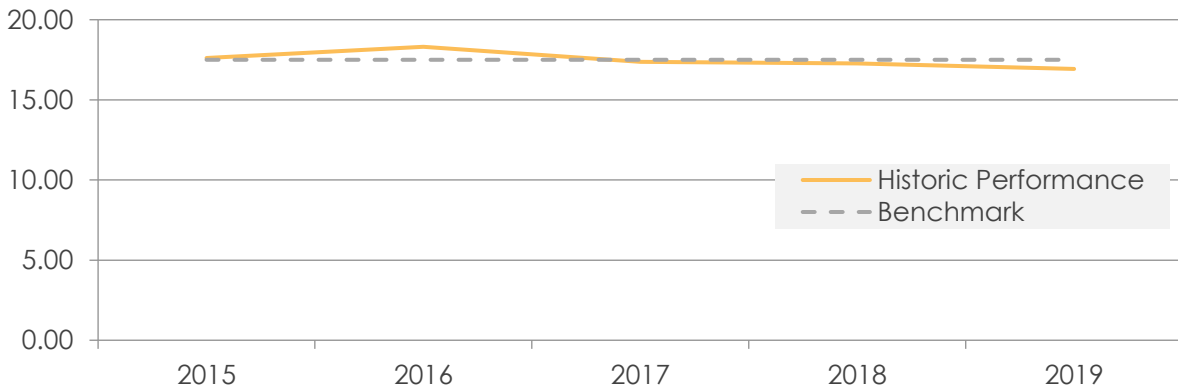
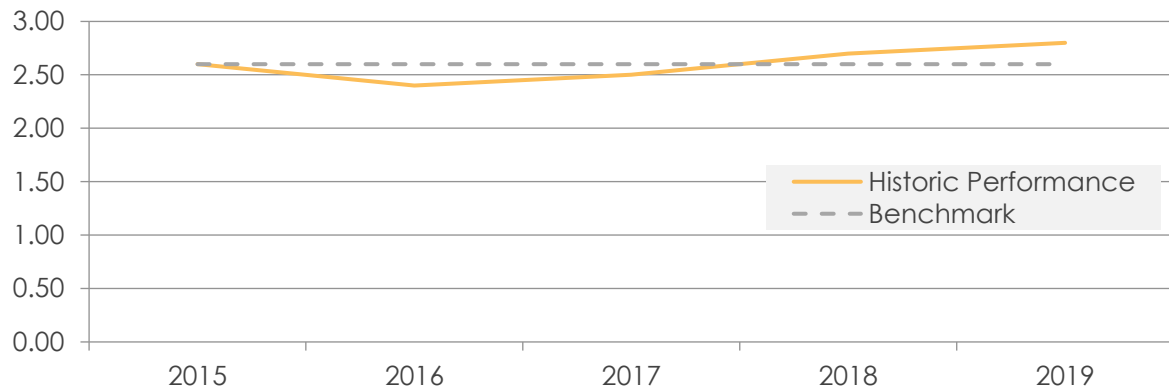


Table 9 and Figure 6 show the **passenger boardings per revenue hour**. As shown, passenger boardings per revenue hour increased steadily between 2016 and 2019, and exceeded the five-year benchmark in 2019. Productivity dropped significantly in 2020.

**Table 9. Passenger Boardings per Revenue Hour**

Five-Year Benchmark	CPTI
	2.6 or higher
2015	2.60
2016	2.40
2017	2.50
2018	2.70
2019	<b>2.80</b>
Meets Benchmark?	✓
2020	2.40

**Figure 6. Passenger Boardings per Revenue Hour**



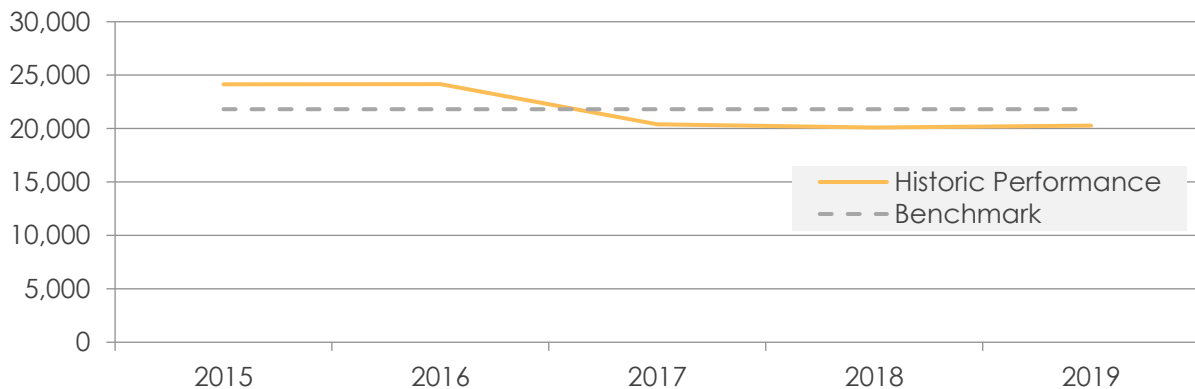
## Resource Utilization

Table 10 and Figure 7 show the **annual revenue miles per vehicle in maximum service**. The addition of two vehicles in 2017 (from 10 to 12) caused a decrease in annual revenue miles per vehicle from 2017 to 2019.

**Table 10. Annual Revenue Miles per Vehicle in Maximum Service**

Five-Year Benchmark	CPTI
	21,810.4 or higher
2015	24,138.5
2016	24,162.1
2017	20,391.6
2018	20,097.2
2019	<b>20,262.8</b>
Meets Benchmark?	<b>✘</b>
2020	23,681.3

**Figure 7. Annual Revenue Miles per Vehicle in Maximum Service**



## Maintenance Administration

**Maintenance cost per vehicle** has not been historically tracked. It was \$4,372.71 per vehicle in 2020.

CPTI does not currently have historic **vehicle-miles between breakdowns** information. These should be tracked moving forward.

## Perceived Service Quality

CPTI does not currently have historic **missed connections with coordinated transit systems** information. These should be tracked moving forward, as reported by operators, to improve scheduling and service coordination.

CPTI did not have a complete inventory of **bus stop amenities**. Kittelson performed a bus stop audit as part of this TDP project to inventory signage, bus pullout, shelter, restrooms, and other amenities. This inventory should be maintained moving forward.

## Safety and Security

CPTI should conduct **customer feedback tracking** of customer complaints and compliments.

CPTI reports **incident** information to the NTD. These should continue to be tracked moving forward. CPTI had zero reportable incidents between 2014 and 2019.

# PEER EVALUATION

This section provides a peer comparison for selected performance measures using FY 2018 NTD data. Peer transit services were selected for comparison using a method developed for the National Rural Transit Assistance Project (RTAP). This method identifies peer agencies based on the type of service provided, vehicle miles operated, population served, funding type, and proximity to Curry County. The five closest peers to CPTI were selected using this method. Two less-similar transit providers on the Oregon coast (Lincoln County and Coos County) were added for additional comparison, as they experience similar climatic conditions and state funding opportunities. The following providers are included in the peer comparison:

- Oregon
  - Coos County Area Transit (CCAT)
  - Lincoln County Transportation Service District (LCTSD)
  - Grant County Transportation District (GCTD)
- Washington
  - Pacific Transit (PTS)
- California
  - Amador Regional Transit System (ARTS)
  - Tuolumne County Transit (TCT)
  - Tehama County (TRAX)

## OVERVIEW

No two transit systems are identical. As a result, the peer comparison does not attempt to find peers that are exactly the same as CPTI; rather, the comparison seeks to find agencies that are *sufficiently alike* that

reasonable performance comparisons can be made. At the same time, it is important to be aware of how the selected peers are different from CPTI when interpreting the results of the peer comparison.

Table 11 compares key aspects of the selected peers to CPTI. With the exception of Coos County and Lincoln County, the peers are based in small cities and focus on a mix of intercity and dial-a-ride service, with a majority of their service, in most cases, being fixed-route service. All but one peer is a transit district. CPTI stands out from its peers in that it has no local tax revenue or local government subsidy; all of its revenue comes from the farebox and other self-generated funds, and from state and federal grants. The RTAP peer-grouping method generates a “likeness score” to indicate how alike each peer is to CPTI based on these and other factors. A score of 0.50 or less indicates a high likelihood of being a good peer, a score of 0.51 to 1.00 indicates a reasonable potential to be a good peer, while a score greater than 1.00 indicates a low potential to be a good peer. The likeness scores for the selected peers indicate that all of the peers have some key differences from CPTI that should be taken into consideration when interpreting results, but that all but that the Oregon coast peers have reasonably similar operating, service area, and funding characteristics to CPTI.

**Table 11. Peer Agency Context (FY18)**

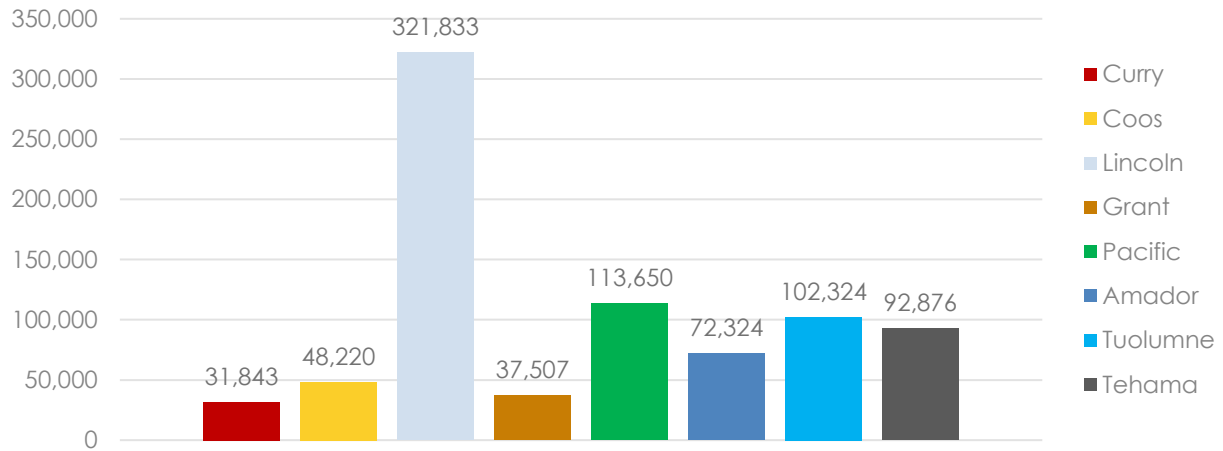
Agency	Headquarters City (Population)	Likeness Score	Governance	Local Subsidy	Fixed-Route Service
Curry County Public Transit Service District	Gold Beach, OR (2,208)	—	Transit District	0%	63%
Tehama County	Gerber, CA (1,259)	0.71	County	17%	75%
Pacific Transit	Raymond, WA (2,882)	0.86	Transit District	52%	59%
Grant County Transportation District	John Day, OR (2,251)	0.91	Transit District	8%	29%
Tuolumne County Transit	Sonora, CA (4,822)	0.91	Transit District	49%	58%
Amador Regional Transit System	Jackson, CA (4,694)	1.02	Transit District	43%	78%
Coos County Area Transit	Coos Bay, OR (16,176)	1.41	Transit District	2%	43%
Lincoln County Transportation Service District	Newport, OR (10,381)	1.53	Transit District	32%	78%

The following graphs provide additional information about the peer group for context.

## Service Provision and Utilization

Figure 8 shows **annual rides**. As shown, CPTI provides fewer annual rides than any of the peers. Lincoln County is an outlier in the group, providing nearly three times more rides than any other peer group member. Figure 9 presents the trend of annual ridership for the peer group. Similar to its peers, Curry County ridership has remained relatively steady.

**Figure 8. FY18 Peer Transit Services Annual Rides**



**Figure 9. FY14-18 Peer Transit Services Annual Rides Trends**

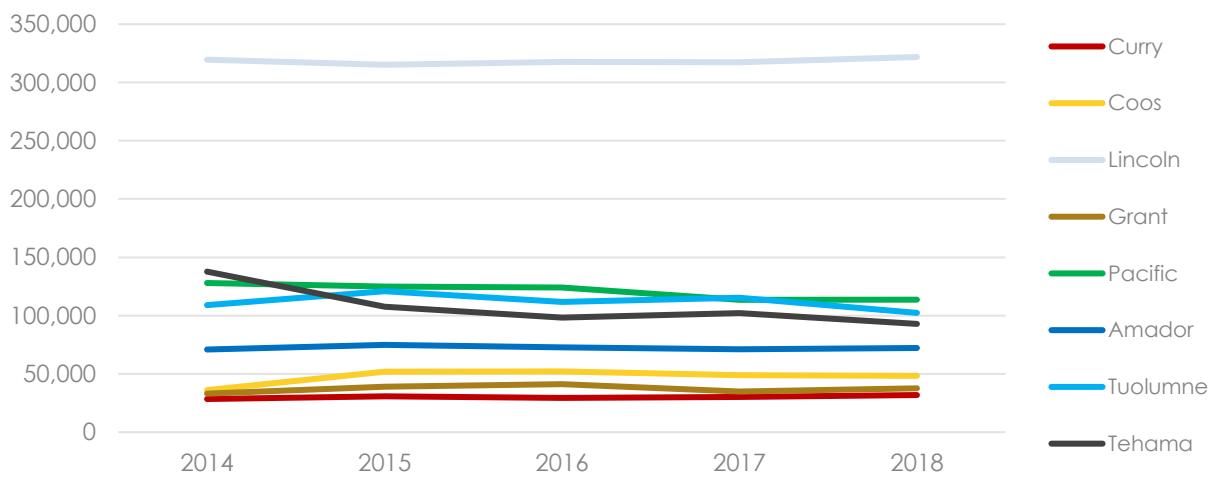
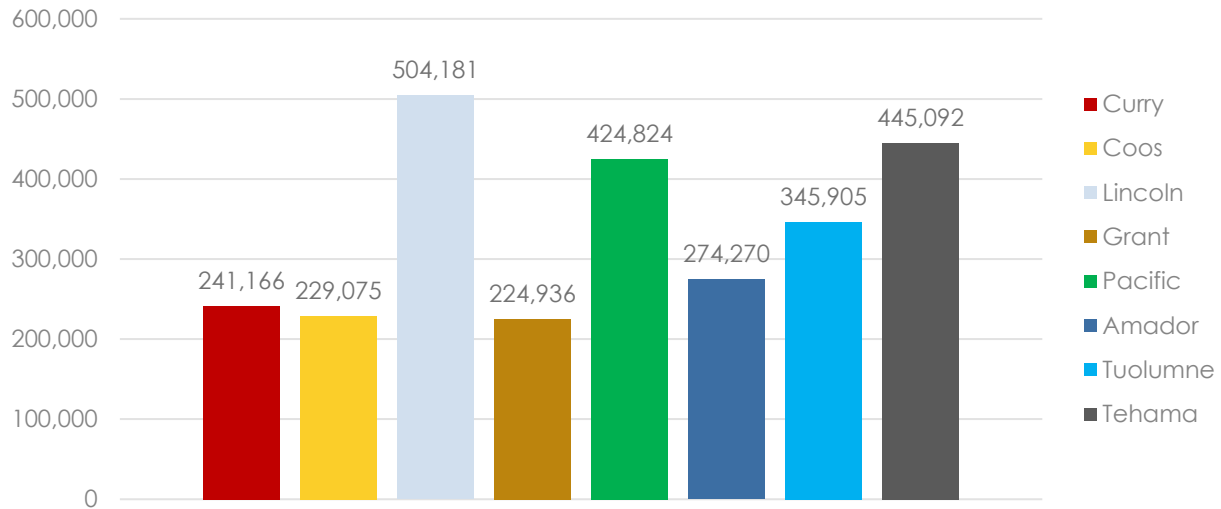




Figure 10 shows **annual revenue miles**. As shown, CPTI operates a similar number of revenue miles as Coos County, Grant County, and Amador County, with Lincoln County, Tehama County, and Pacific Transit operating significantly more revenue miles than the rest of the group. Figure 11 presents annual revenue miles over time. Curry County's annual revenue miles have remained steady since 2014, while other peers have fluctuated. Some providers (such as Pacific Transit and Tehama County) show increases in annual revenue miles over the past couple years, while others, such as Lincoln County, show a decrease over time.

**Figure 10. FY18 Peer Transit Services Annual Revenue Miles**



**Figure 11. FY14-18 Peer Transit Services Annual Revenue Miles Trends**

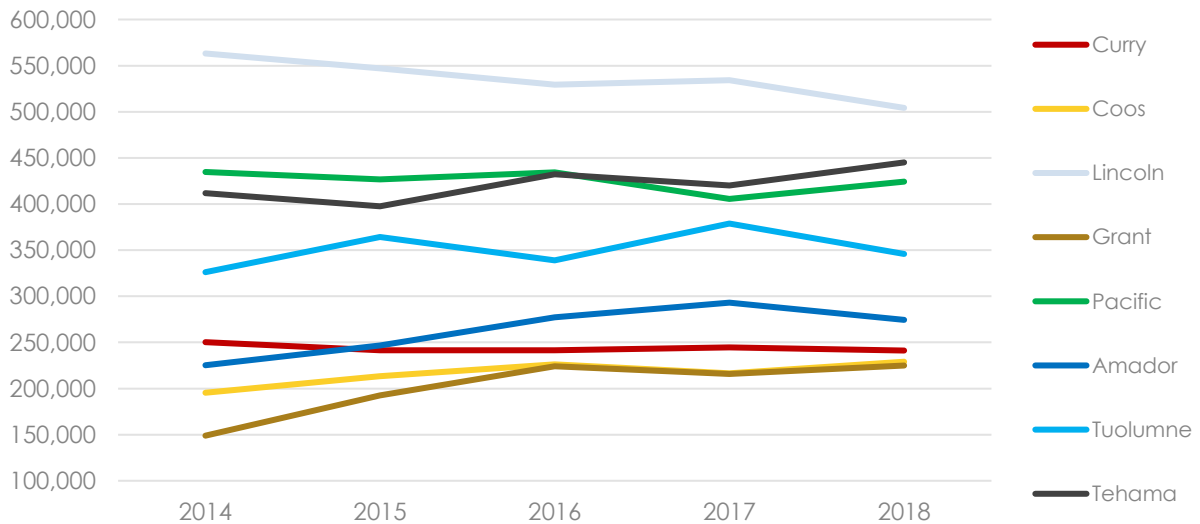
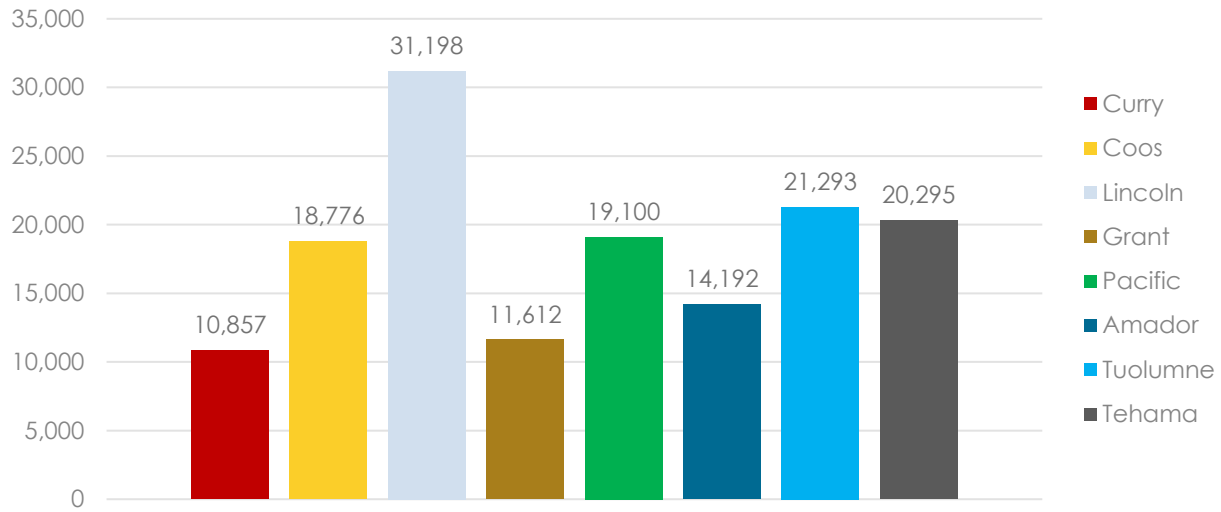
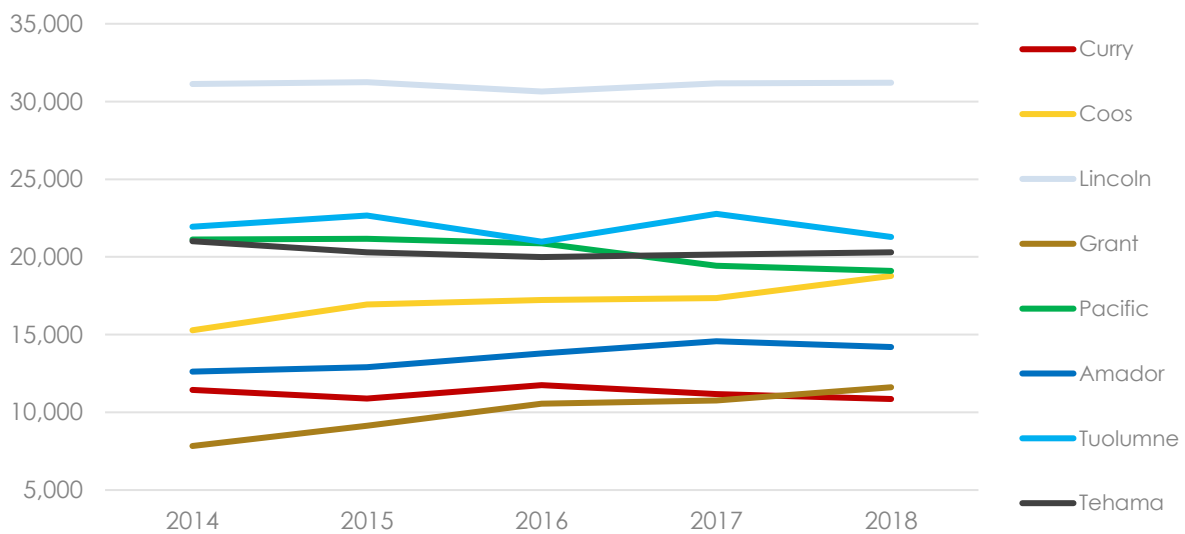


Figure 12 shows **annual revenue hours**. CPTI operates the fewest revenue hours of the peer group. Once again, Lincoln County is an outlier in the group. Figure 13 presents annual revenue hours over time. Curry County has provided about the same annual revenue miles since 2014, which is comparable to peer trends.

**Figure 12. FY18 Peer Transit Services Annual Revenue Hours**



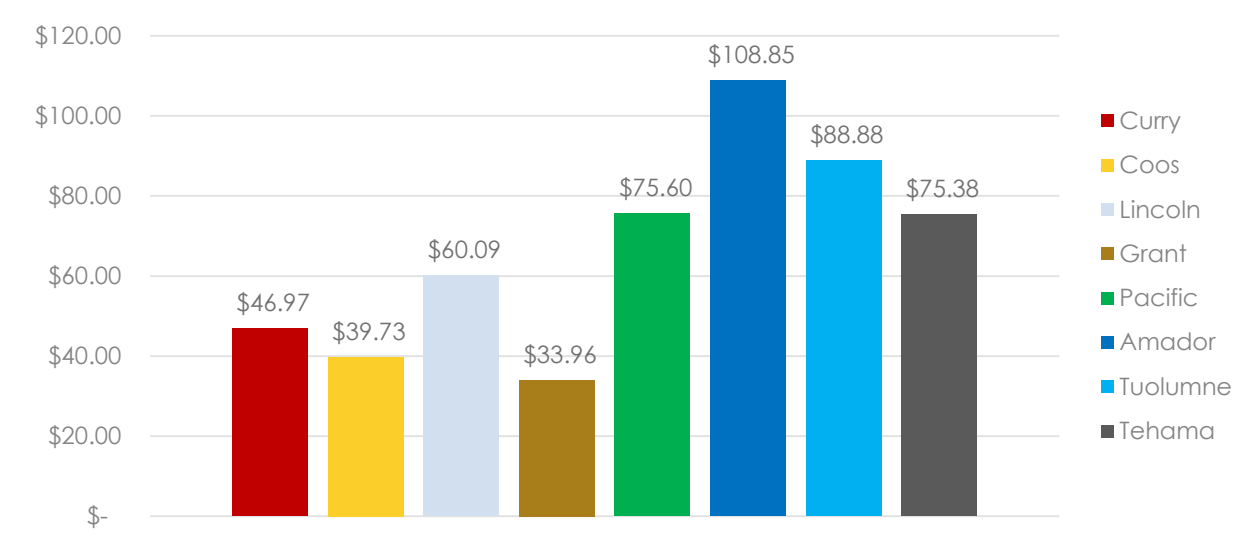
**Figure 13. FY14-18 Peer Transit Services Annual Revenue Hours Trends**



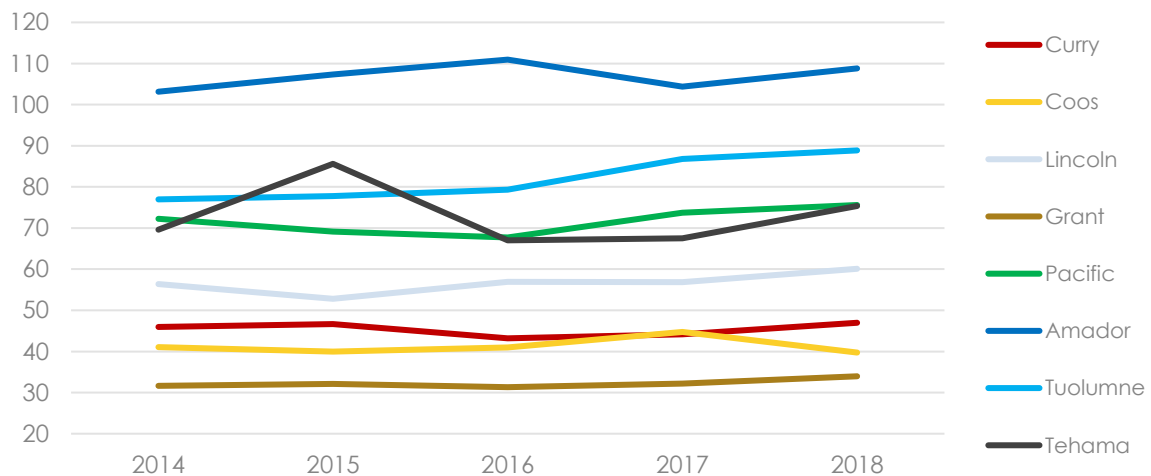
## Cost Efficiency

Figure 14 shows the **cost per revenue hour**. As shown, CPTI has the third-lowest operating cost per revenue hour within the peer group, with Coos County and Grant County being lower. As shown in Figure 15, Curry County has increased costs slightly since 2016, as have Grant County, Tuolumne County, Pacific Transit, and Lincoln County. Only Coos County has shown significant decreases in cost per revenue hour in recent years.

**Figure 14. FY18 Peer Transit Services Cost per Service Hour**



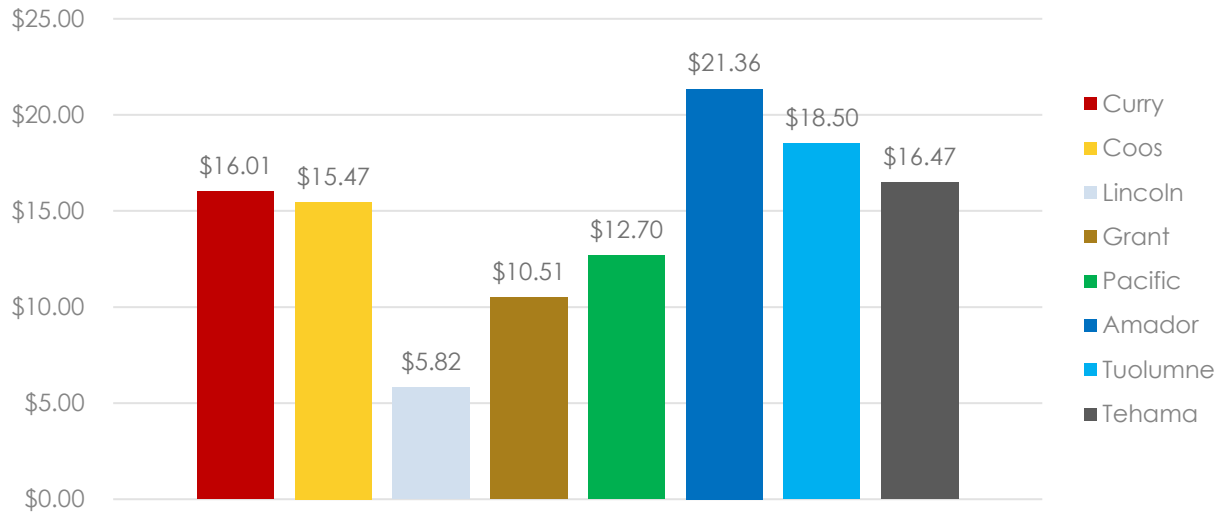
**Figure 15. FY14-18 Peer Transit Services Cost per Service Hour Trends**



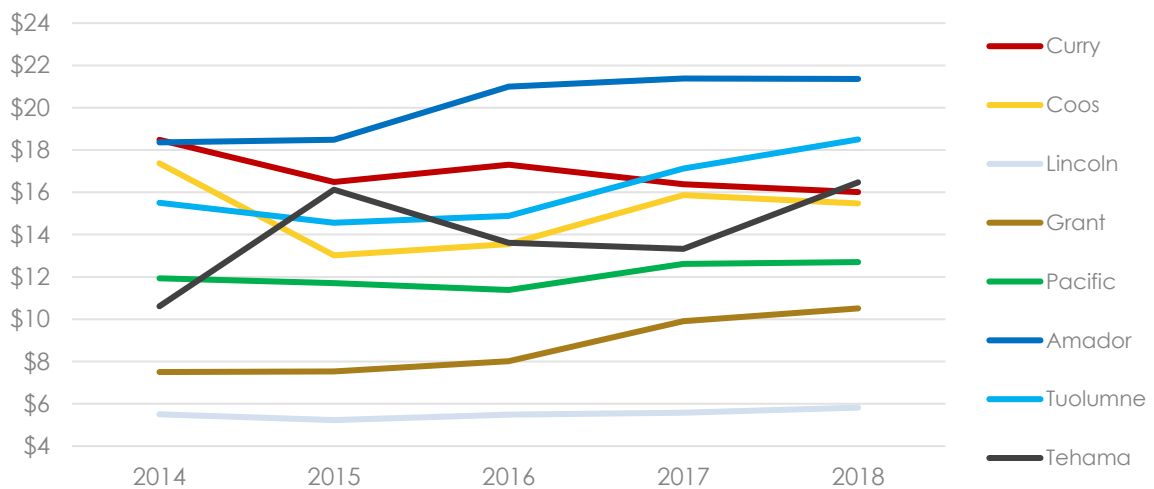
## Cost-Effectiveness

Figure 16 shows the **operating cost per ride**. As shown, CPTI is in the middle of the peer group, with Coos County, Lincoln County, Grant County, and Pacific Transit having lower costs. As shown in Figure 17, Curry County's operating cost per ride has decreased in recent years, while most other service providers have seen an increase in operating costs per ride.

**Figure 16. FY18 Peer Transit Services Operating Cost per Ride**



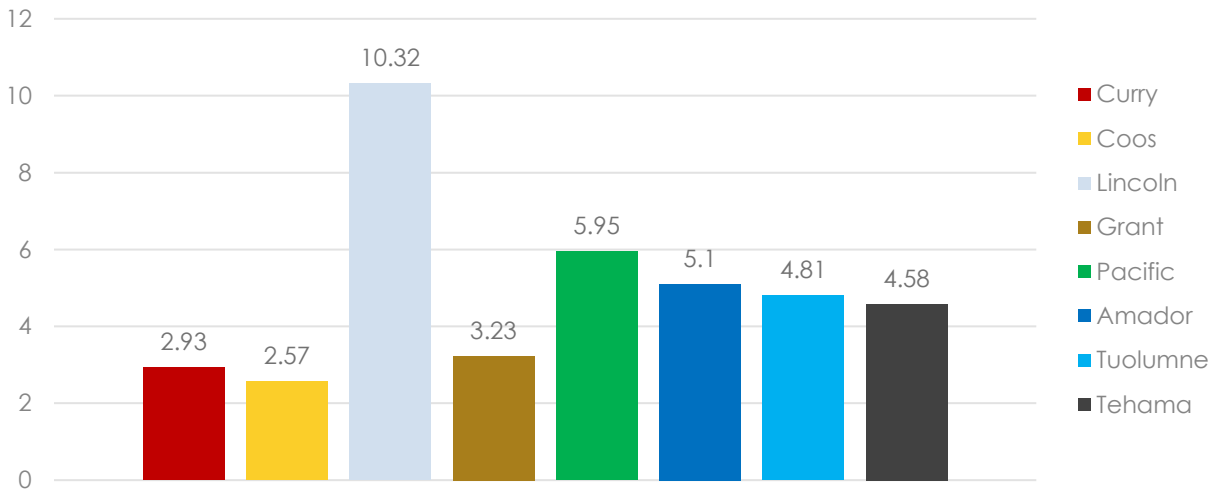
**Figure 17. FY14-18 Peer Transit Services Operating Cost per Ride Trends**



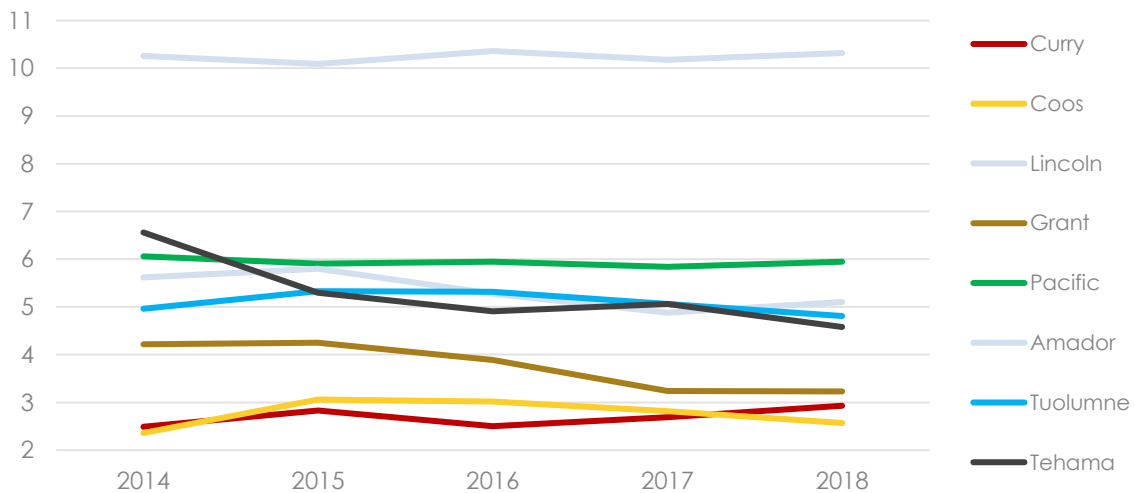
## Service Consumption

Figure 18 shows **ridership per hour**. As shown, CPTI is towards the bottom of the peer group, with only Coos County having lower ridership per hour. As shown in Figure 19, Curry County's rides per hour has slightly increased in recent years, while most other service providers have seen decreased or steady rides per hour.

**Figure 18. FY18 Peer Transit Services Rides per Hour**



**Figure 19. FY14-18 Peer Transit Services Rides per Hour Trends**

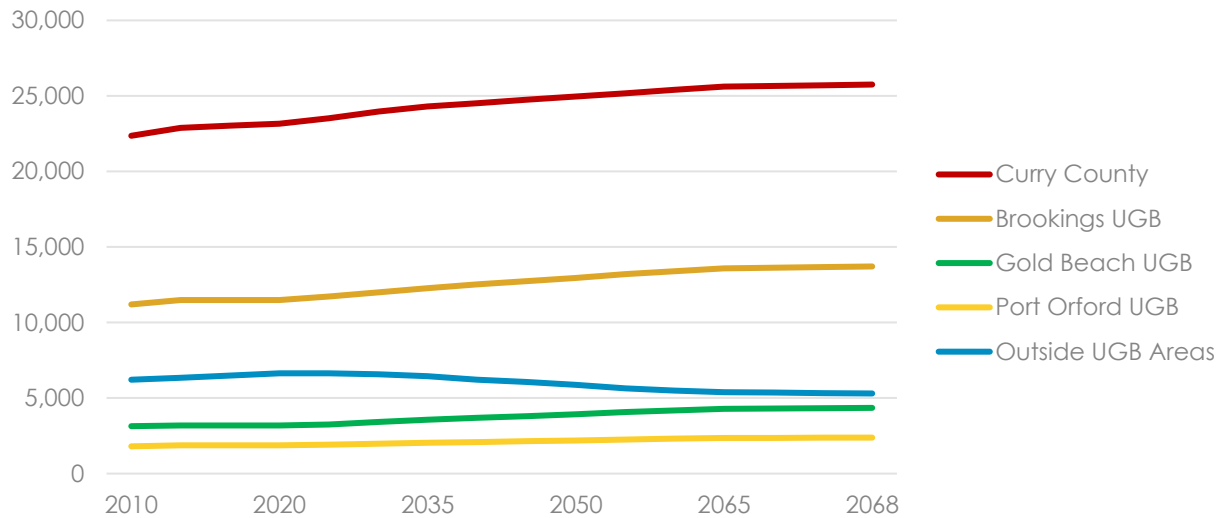


## FUTURE GROWTH FORECASTS

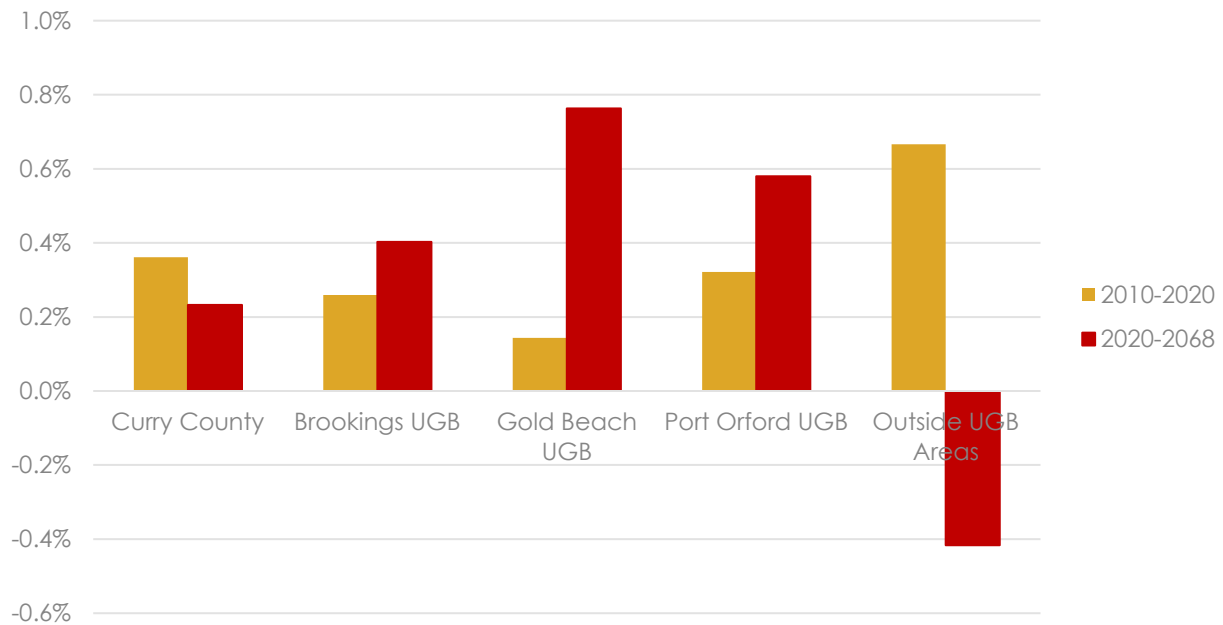
Future population and growth forecasts presented here are based on Portland State University (PSU) Population Research Center’s population forecasts, State of Oregon Economic Department’s employment projections, local transportation system plans (TSPs) and other planning documents from Curry County communities, and other available data. This information will help inform existing and future transit needs along with the performance measure analysis and stakeholder input; transit needs will be explored in the next phase of this TDP planning process.

PSU population forecasts were most recently updated for Curry County in 2018. Figure 20 and Figure 21 show projected and historic population growth. As shown, the population is forecasted to grow at a steady rate, with growth across the county expected to increase 0.2% annually from 2020 to 2068. Gold Beach is projected to have the highest growth rate, with an annual rate of 0.8%, while the population outside urban growth boundaries (UGBs) in the county is expected to decline.

**Figure 20. Projected Population Growth – County, Brookings UGB, Gold Beach UGB, Port Orford UGB, and Outside UGBs**

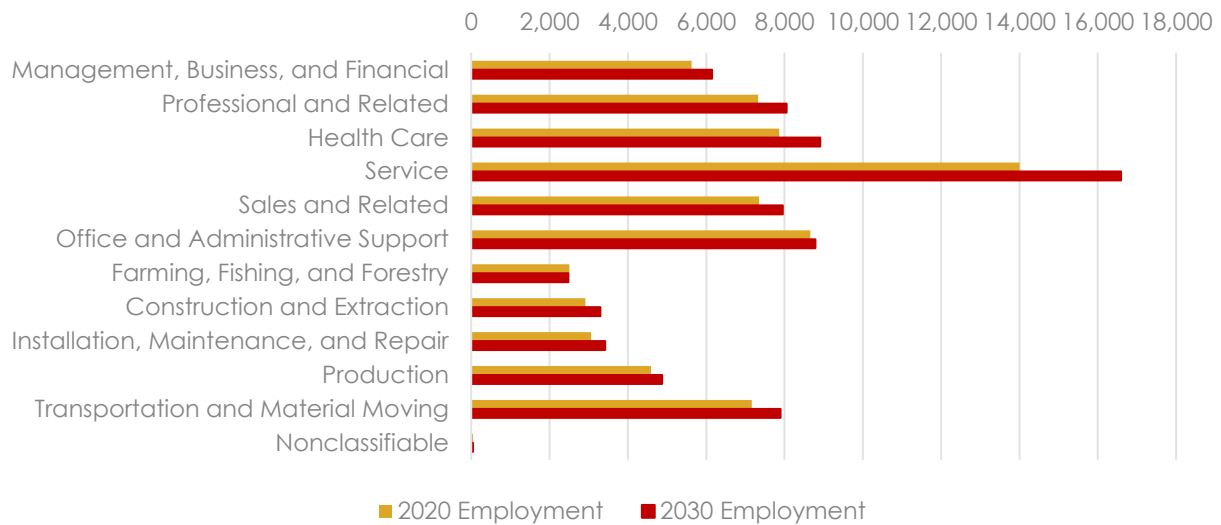


**Figure 21. Projected Population Growth – Relative Historic and Future Percentages**

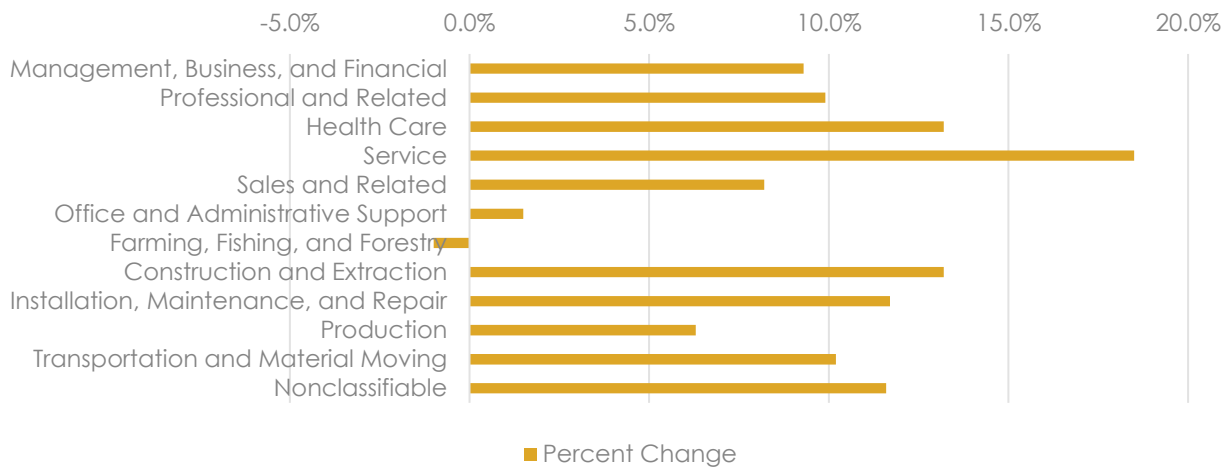


Employment projections are combined for Coos, Curry, and Douglas counties, referred to as the Southwestern Oregon region. Figure 22 and Figure 23 show the projected growth by sector. The service industry, healthcare, and construction and extraction industries are anticipated to grow at the fastest rates and include many employees in the region. Professional and related services, office and administrative support, and sales and related services are also to provide significant employment in the region. Farming, fishing, and forestry jobs are expected to decline.

**Figure 22. Projected Employment Growth (SW Oregon) – Total Growth**



**Figure 23. Projected Employment Growth (SW Oregon) – Percentage Growth**



Local transportation system plans were developed in the early 2000s and have already reached their horizon years. The TSP forecasts were as follows:

- The Curry County TSP (2005) projected growth through 2017. It estimated a net population growth of 8,111, corresponding to 1.5% average annual growth. The TSP did not identify employment growth.
- The Port Orford TSP (2006) projected growth through 2017. It estimated a net population growth of 55, corresponding to approximately 0.25% average annual growth. The TSP did not identify employment growth.
- The Gold Beach TSP (2000) projected population growth through 2017. It estimated a net population growth of 600, corresponding to approximately 1.5% average annual growth. The TSP did not identify employment growth.

## NEXT STEPS

This memorandum will be reviewed with the Project Management Team (PMT) and the Curry County Technical Advisory Committee (CCTAC) to collect input on the proposed measures and to determine whether there are additional performance measures that should be considered by CPTI for monitoring their long-term progress towards their goals and objectives. The performance measurement framework will then be refined and included in the TDP.