



**BOARD ADMINISTRATION AND OPERATIONS COMMITTEE MEETING  
WEDNESDAY, JUNE 4, 2014, 1:00 P.M.  
RIVERSIDE TRANSIT AGENCY BOARD ROOM  
1825 THIRD STREET  
RIVERSIDE, CA 92507**

<u>ITEM</u>	<u>RECOMMENDATION</u>
1. <u>CALL TO ORDER</u>	
2. <u>SELF-INTRODUCTIONS</u>	
3. <u>PUBLIC COMMENTS – NON-AGENDA ITEMS</u> Members of the public may address the Board regarding any item within the subject matter jurisdiction of the Board; however, no action may be taken on off-agenda items unless authorized by law. Comments shall be limited to matters not listed on the agenda. Members of the public may comment on any matter listed on the agenda at the time that the Board considers that matter. Each person’s presentation is limited to a maximum of three (3) minutes.	RECEIVE COMMENTS
4. <u>APPROVAL OF MINUTES – MAY 7, 2014 COMMITTEE MEETING (P.3)</u>	APPROVE
5. <u>CONSENT CALENDAR</u> All items on the Consent Calendar will be approved by one motion and there will be no discussion on individual items unless a Board member or member of the public requests a specific item to be pulled from the calendar for separate discussion.	
A. <u>PERSONNEL REPORT – APRIL 2014 (P.7)</u>	RECEIVE AND FILE
B. <u>TRANSPORTATION CENTER MONTHLY REPORT – APRIL 2014 (P.14)</u>	RECEIVE AND FILE

*Any person with a disability who requires a modification or accommodation in order to participate in this meeting or any person with limited English proficiency (LEP) who requires language assistance to communicate with the RTA Board during the meeting should contact the RTA Clerk of the Board, telephone number (951) 565-5044, no fewer than two business days prior to this meeting to enable RTA to make reasonable arrangements to assure accessibility or language assistance for this meeting.*

*Agenda related writings or documents provided to the Board of Directors are available for public inspection in the office of the Clerk of the Board and at the reception desk while the meeting is in session.*

**ITEM**

**RECOMMENDATION**

6. **COMPREHENSIVE OPERATIONAL ANALYSIS (COA) DRAFT  
SERVICE STANDARDS AND PRESENTATION (P.17)**

**RECEIVE AND FILE**

7. **BOARD MEMBER COMMENTS AND REMARKS**

8. **OTHER BUSINESS**

9. **NEXT MEETING**  
**BOARD ADMINISTRATION AND OPERATIONS COMMITTEE**  
**WEDNESDAY, JULY 2, 2014**  
**1:00 P.M.**  
**RTA HEADQUARTERS**  
**1825 THIRD STREET**  
**RIVERSIDE, CA 92507**

10. **ADJOURN**

RTA BOARD ADMINISTRATION AND OPERATIONS COMMITTEE MEETING  
Minutes  
May 7, 2014

1. CALL TO ORDER

Committee Chair Edgerton called the Board Administration and Operations Committee meeting to order at 1:00 p.m., on May 7, 2014, in the RTA Board Room.

2. SELF-INTRODUCTIONS

Self-introductions of those in attendance took place.

Committee Members Attending

1. Committee Chair Wallace Edgerton, City of Menifee, Deputy Mayor
2. Second Vice-Chairwoman Ella Zanowic, City of Calimesa, Councilmember
3. Director Art Welch, City of Banning, Mayor Pro Tem
4. Director Julio Rodriguez, City of Perris, Councilmember
5. Director Daryl Hickman, City of Lake Elsinore, Councilmember
6. Director Andy Melendrez, City of Riverside, Councilmember
7. Director Bridgette Moore, City of Wildomar, Councilmember
8. Director Jesse Molina, City of Moreno Valley, Councilmember
9. Alternate Jerry Sincich, County of Riverside, District I, Member-At-Large
10. Alternate Donna Johnston, County of Riverside, District II, Member-At-Large

Committee Members Absent

1. Director Ike Bootsma, City of Eastvale, Mayor

RTA Staff

1. Larry Rubio, Chief Executive Officer
2. Tammi Ford, Clerk of the Board
3. Tom Franklin, Chief Operating Officer
4. Craig Fajnor, Chief Financial Officer
5. Vince Rouzaud, Chief Procurement and Logistics Officer
6. Rohan Kuruppu, Director of Planning
7. Jim Kneepkens, Director of Marketing
8. Bob Bach, Director of Maintenance
9. Rick Kaczerowski, Director of Information Technologies
10. Virginia Werly, Director of Contract Operations
11. Brad Weaver, Marketing Manager
12. Laura Camacho, Director of Human Resources
13. Kelly Bach, Performance Analysis and Reporting Manager
14. Natalie Zaragoza, Contracts Manager
15. Eric Ustation, Government Affairs Representative
16. Joan Hepworth, Deputy Clerk of the Board

Other Attendees:

1. Berwin Hanna, City of Norco, Mayor
2. Frank Johnston, City of Jurupa Valley, Mayor

3. PUBLIC COMMENTS – NON-AGENDA ITEMS

None.

4. APPROVAL OF MINUTES – APRIL 2, 2014 COMMITTEE MEETING

M/S/C (WELCH/ZANOWIC) approving the minutes of the April 2, 2014 Committee meeting.

The motion carried unanimously.

5. CONSENT CALENDAR

M/S/C (WELCH/HICKMAN) approving the receipt and file of Item A – Personnel Report – March 2014.

The motion carried unanimously.

M/S/C (WELCH/HICKMAN) approving the receipt and file of Item B – Transportation Center Monthly Report – March 2014.

The motion carried unanimously.

6. AUTHORIZATION TO RENEW REVENUE AGREEMENT NO. 14-014 WITH THE UNIVERSITY OF CALIFORNIA, RIVERSIDE FOR THE UNIVERSITY PASS (U-PASS); AUTHORIZATION TO RENEW REVENUE AGREEMENT NO. 14-015 WITH THE UNIVERSITY OF CALIFORNIA, RIVERSIDE FOR THE OPERATION OF ROUTE 51 (CREST CRUISER)

M/S/C (MELENDREZ/MOLINA) approving and recommending this item to the full Board of Directors for their consideration as follows:

- Authorize staff to renew Revenue Agreement No. 14-014 with UCR to continue the U-Pass program with UCR reimbursing the Agency at \$.90 per-trip with a maximum cap of \$35 per-rider per-month for a total not-to-exceed amount of \$309,000 from July 1, 2014 to June 30, 2015.
- Authorize staff to renew Revenue Agreement No. 14-015 with UCR for reimbursement of operating expenses of \$118,064.83 for Route 51 (Crest Cruiser) from July 1, 2014 through June 30, 2015.

The motion carried unanimously.

7. AUTHORIZATION TO RENEW REVENUE AGREEMENT NO. 14-018 WITH THE CITY OF TEMECULA FOR ROUTE 55

M/S/C (HICKMAN/WELCH) approving and recommending this item to the full Board of Directors for their consideration as follows:

- Authorize staff to renew Revenue Agreement No. 14-018 with the City of Temecula for reimbursement of \$17,049 in fare revenue for Route 55 (Temecula Trolley) from July 1, 2014 through June 30, 2015.

The motion carried unanimously.

8. STATE OF CALIFORNIA TRANSPORTATION DEVELOPMENT ACT (TDA) TRIENNIAL PERFORMANCE AUDIT RESULTS FOR FY10 THROUGH FY12

M/S/C (ZANOWIC/RODRIGUEZ) approving and recommending this item to the full Board of Directors for their consideration as follows:

- Forward the State TDA Triennial Audit final report covering the period of FY10 through FY12 to the full Board of Directors for their review and approval as a Receive and File item.

The motion carried unanimously.

9. REQUEST TO OPEN PUBLIC HEARING ON THE FISCAL YEAR 2014/2015 (FY15) OPERATING BUDGET, CAPITAL BUDGET, AND SHORT RANGE TRANSIT PLAN (SRTP)

M/S/C (HICKMAN/MOLINA) approving and recommending this item to the full Board of Directors for their consideration as follows:

- Open the public hearing on the FY15 Operating budget, FY15 Capital budget, and the FY15 – FY17 SRTP, and continue this item to the June 26, 2014 Board of Directors meeting.

The motion carried unanimously.

10. BOARD MEMBER COMMENTS AND REMARKS

First-Vice Chairwoman Zanowic announced that Omnitrans canceled their Dial-A-Ride service to Calimesa, and they now have no service of that type in their area.

Director Molina announced the City of Moreno Valley will be honoring all veterans on May 26<sup>th</sup> at the Moreno Valley Veteran's Memorial. He said the West Coast Thunder Memorial Bike Run/Parade will happen in the morning and a Memorial Day ceremony will take place in the afternoon. He invited all to attend.

Director Hickman announced the City of Lake Elsinore had a Clean the Stream event and volunteers came out to clean up the water. He also announced that they would have a new sport, Aqua Fly, on the lake. He invited all to attend the City's Frontier Days on May 8-10, 2014.

Alternate Donna Johnston asked when the Board would have recommendations and numbers from the Comprehensive Operational Analysis (COA). Mr. Rubio announced detailed information from the COA would be available in July 2014.

Director Rodriguez announced the 1<sup>st</sup> Annual Gala for the Boys and Girls Club of Perris will be held May 17<sup>th</sup> and invited all to attend or make a donation to support this worthy organization. He also wished a Happy Mother's Day to all.

Director Melendrez announced that in the City of Riverside there will be a roller skating rink open in North Park for the entire month of July. He also thanked RTA for their assistance in placing a shelter at a bus stop in front of a senior citizen complex on Victoria.

Director Welch announced that on June 5<sup>th</sup> the Hemet/San Jacinto T-NOW meeting will be held in Beaumont and its members will be using fixed route buses to travel to the meeting.

11. OTHER BUSINESS

None.

12. NEXT MEETING

Board Administration and Operations Committee Meeting  
Wednesday, June 4, 2014  
1:00 p.m.  
RTA Headquarters  
1825 Third Street  
Riverside, CA 92507

13. MEETING ADJOURNMENT

The meeting was adjourned at 1:44 p.m.

RIVERSIDE TRANSIT AGENCY  
1825 Third Street  
Riverside, CA 92507

June 4, 2014

TO: BOARD ADMINISTRATION AND OPERATIONS COMMITTEE

THRU: Larry Rubio, Chief Executive Officer

FROM: Laura Camacho, Director of Human Resources

SUBJECT: Personnel Report – April 2014

Summary: The attached reports summarize personnel activity that occurred in April 2014. The following information is outlined in the report:

- Number of budgeted positions versus number of filled positions by department and position.
- Percentage of minority and female employees by position classification.
- Number of disciplinary actions by gender.
- Percentage of minority and female applicants by position.
- Number of minority and female employees by personnel actions.

Recommendation:

Receive and file.

**SUMMARY OF BUDGETED POSITIONS**  
**April 2014**

<b>DEPARTMENT AND TITLE</b>	<b>BUDGETED POSITIONS</b>	<b>FILLED POSITIONS</b>
<u>ADMINISTRATION</u>		
Chief Executive Officer	1	1
Executive Assistant/Clerk of the Board	<u>1</u>	<u>1</u>
Department Subtotal	2	2
<u>ACCOUNTING</u>		
Chief Financial Officer	1	1
Performance Reporting & Analysis Manager	1	1
Controller	1	1
Principal Financial Analyst	1	1
Accounting Supervisor	1	1
Payroll Coordinator	1	1
Revenue Account Coordinator	1	1
Accounts Payable Clerk	1	1
General Accounting Clerk	1	1
Coin Counter	<u>2</u>	<u>2</u>
Department Subtotal	11	11
<u>HUMAN RESOURCES</u>		
Director of Human Resources	1	1
Human Resources Manager	1	0
Labor Relations Officer	1	1
Risk Manager	1	1
Training Manager	1	1
Training Instructor	1	1
Risk Management Specialist	1	0
Human Resources Specialist - Benefits	1	1
Human Resources Specialist - Recruitment	1	1
Human Resources Clerk	1	1
Receptionist, Full Time	<u>1</u>	<u>1</u>
Department Subtotal	11	9
<u>INFORMATION TECHNOLOGY</u>		
Director of Information Technology	1	1
ITS Administrator	1	1
Systems Analyst	<u>1</u>	<u>1</u>
Department Subtotal	3	3
<u>MAINTENANCE</u>		
Director of Maintenance	1	1
Maintenance Manager	1	1
Facilities Manager	1	1
Maintenance Quality Control	1	1
Contract Operations Maintenance Supervisor	1	1
Maintenance Supervisor	6	6
Electronic Technician	1	1
Groundskeeper	1	1
Mechanic	27	28
Property Maintainer	1	1
Tire Servicer	1	1
Servicer	<u>13</u>	<u>13</u>
Department Subtotal	55	56



<b>DEPARTMENT AND TITLE</b>	<b>BUDGETED POSITIONS</b>	<b>FILLED POSITIONS</b>
<b>MARKETING</b>		
Director of Marketing	1	1
Marketing Manager	1	1
Government Affairs Representative	1	1
Customer Information Supervisor	1	1
Customer Information Clerk, Full-Time	1	1
Customer Information Clerk, On-Call	<u>19</u>	<u>17</u>
Department Subtotal	24	22
<b>OPERATIONS</b>		
Chief Operating Officer	1	1
Operations Manager	1	1
Executive Assistant	1	1
Operations Supervisor	14	14
Operations Analyst	1	1
Stops/Zones Supervisor	1	1
Stops/Zones Groundskeeper	8	8
Transit Clerk	1	1
Coach Operator		
Full-Time	202	194
Part-Time <sup>1</sup>	<u>22</u>	<u>35</u>
Department Subtotal	252	257
<b>CONTRACT OPERATIONS</b>		
Director of Contract Operations	1	1
Contract Operations Manager	1	1
Contract Operations Specialist	2	2
Customer Service Specialist, Full-Time	2	2
Travel Training Supervisor	1	1
Travel Training Specialist	3	3
Medi-Cal Administrative Activity (MAA) Coordinator	1	1
Contract Operations Administrative Clerk	<u>1</u>	<u>1</u>
Department Subtotal	12	12
<b>PLANNING</b>		
Director of Planning	1	1
Senior Planner	2	1
Scheduling Analyst	1	1
Planning Analyst	<u>1</u>	<u>1</u>
Department Subtotal	5	4
<b>PURCHASING</b>		
Chief Procurement & Logistics Officer	1	1
Capital Improvement Program Manager	1	0
Project Manager	1	1
Contracts Manager	1	1
Contracts Administrator	2	2
Storeroom Supervisor	1	1
Buyer	1	1
Parts Clerk	<u>4</u>	<u>4</u>
Department Subtotal	12	11
<b>Totals</b>	<b>387</b>	<b>387</b>

<sup>1</sup>The Agency experienced the following extended leaves of absences: 8 Coach Operators on workers' compensation, and 4 Coach Operators on disability leave.

**TOTAL WORKFORCE AND UTILIZATION ANALYSIS**

<b>POSITION CLASSIFICATION</b>	<b>TOTAL EMPLOYEES</b>	<b>% OF MINORITY EMPLOYEES</b>	<b>% OF FEMALE EMPLOYEES</b>	<b>2000 CENSUS AVAILABILITY</b>		<b>UNDERUTILIZED</b>	
				<b>%MIN</b>	<b>%FEM</b>	<b>MIN</b>	<b>FEM</b>
Executive/First/Mid Level Officials & Managers	47	57.4%	29.8%	31.4%	39.9%	No	Yes
Professionals	14	28.6%	28.6%	34.6%	49.8%	Yes	Yes
Administrative Support Workers	44	65.9%	81.8%	48.6%	72.8%	No	No
Operatives	229	71.6%	43.2%	69.9%	70.8%	No	Yes
Craft Workers	29	62.1%	0.0%	48.2%	5.6%	No	Yes
Laborers	10	40.0%	0.0%	73.7%	15.3%	Yes	Yes
Service Workers	14	85.7%	0.0%	59.2%	56.2%	No	Yes
<b>Total</b>	<b>387</b>						

## DISCIPLINARY ACTIONS

DEPARTMENT	WARNINGS, COUNSELINGS & WRITTEN REPRIMANDS								SUSPENSIONS							
	Male				Female				Male				Female			
	(C	AA	H	O)	(C	AA	H	O)	(C	AA	H	O)	(C	AA	H	O)
Maintenance	3	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0
Operations	4	3	6	3	5	10	6	0	0	1	1	0	0	2	0	0
	(24)				(21)				(2)				(2)			

C=Caucasian, AA=African American, H=Hispanic, O=Other

### APPLICATION ANALYSIS

<u>POSITION TITLE</u>	<u>TOTAL APPLICANTS</u>	<u>% OF MINORITY APPLICANTS</u>	<u>% OF FEMALE APPLICANTS</u>
Coach Operator	117	85%	56%
Customer Information Clerk, On-Call	28	32%	64%
Human Resources Specialist Recruitment	21	86%	62%
Training Instructor	11	73%	45%

**PERSONNEL ACTIVITY**

**Full-Time and Part-Time:**

Personnel Activity	All Employees			Minority Employees Male						Minority Employees Female						Total Minorities
	Total	Male	Female	AA	HISP	API	AIAN	NHOPI	MULTI	AA	HISP	API	AIAN	NHOPI	MULTI	Total
Activity																
New Hires	6	4	2	2	1	1				1	1					6
Promotions	1		1								1					1
Transfers	0															0
Demotions	0															0
Terminations	3	2	1	1												1
Resignations	0															0
Retirements	3	2	1		1											1
Other	0															0

FOR FISCAL YEAR 07/01/13 THROUGH 06/30/14  
FULL-TIME SEPARATIONS

	<u>Administration</u>	<u>Other</u>
Terminations	1	4
Resignations	4	6
Retirements	0	12
Other	0	0

FOR FISCAL YEAR 07/01/12 THROUGH 06/30/13  
FULL-TIME SEPARATIONS

	<u>Administration</u>	<u>Other</u>
Terminations	1	8
Resignations	4	5
Retirements	1	8
Other	0	0

AA = African American  
HISP = Hispanic  
API = Asian/Pacific Islander

AIAN = American Indian or Alaskan Native  
NHOPI = Native Hawaiian or Other Pacific Islander  
MULTI = Two or More Races

RIVERSIDE TRANSIT AGENCY  
1825 Third Street  
Riverside, CA 92507

June 4, 2014

TO: BOARD ADMINISTRATION AND OPERATIONS COMMITTEE

THRU: Larry Rubio, Chief Executive Officer

FROM: Jim Kneepkens, Director of Marketing

SUBJECT: Transportation Center Monthly Report – April 2014

Summary: In April 2014, the Customer Information Center answered 34,637 calls, a 3.7% increase compared to April 2013. Calls included 167 commendations, general comments and valid complaints. The number of calls to Dial-A-Ride was 16,724, a 33.8% increase compared to April 2013. A total of 51,361 calls were received between the two call centers, which reflects an 11.9% increase compared to the same period last year.

The attached reports present call volume history and detail commendations, general comments and complaints by type.

Recommendation:

Receive and file.

# Riverside Transit Agency

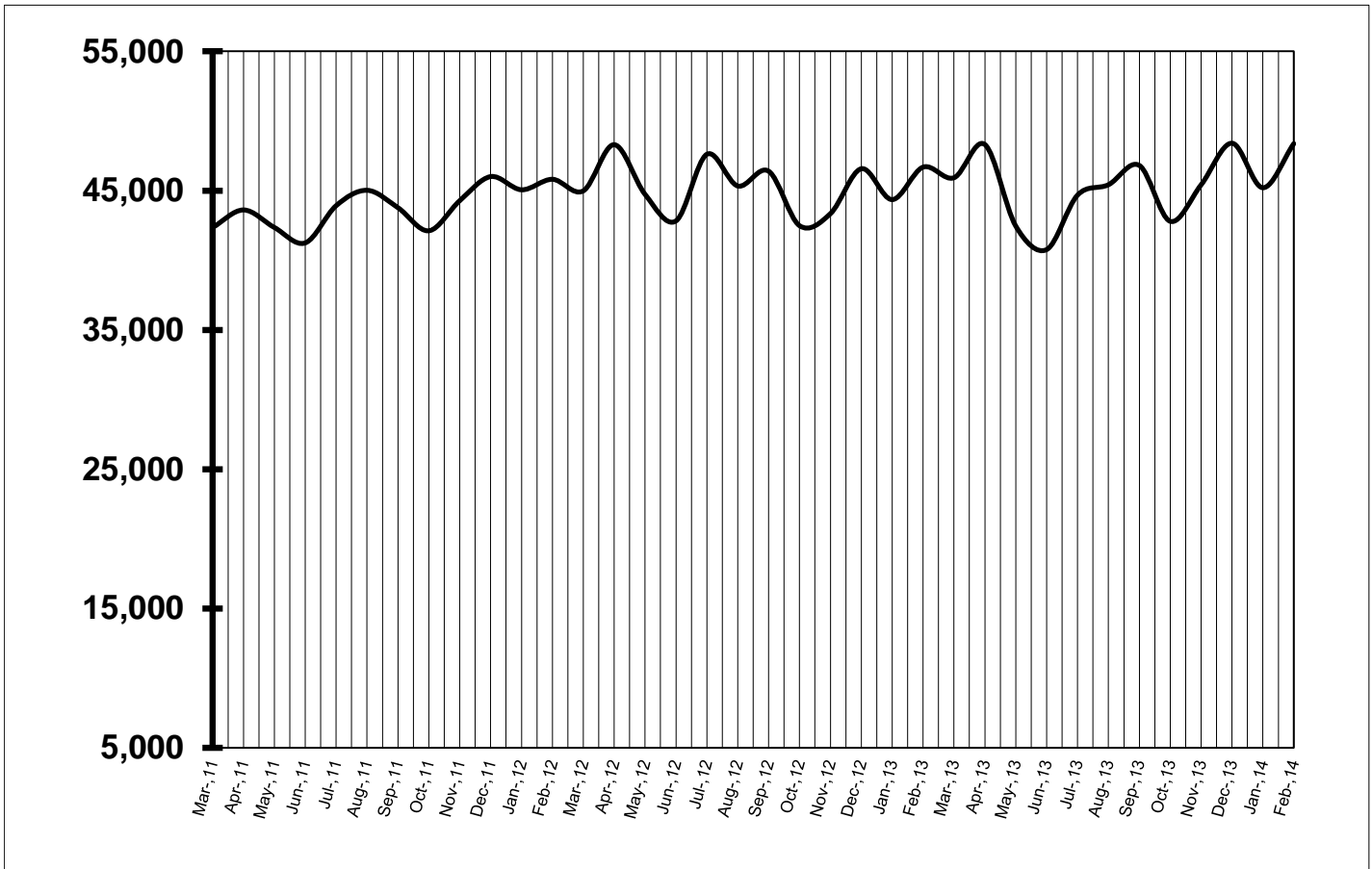
## April 2014 Transportation Center Call Totals

Customer Information Center (CIC)	April 2014	April 2013	Percent Change
Information Calls	34,470	33,191	3.9%
Complaints	119	142	-16.2%
Comments	26	43	-39.5%
Commendations	22	30	-26.7%
<b>Total CIC Calls</b>	<b>34,637</b>	<b>33,406</b>	<b>3.7%</b>

### Dial-A-Ride (DAR)

<b>Total DAR Calls</b>	<b>16,724</b>	<b>12,499</b>	<b>33.8%</b>
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<b>Total Calls</b>	<b>51,361</b>	<b>45,905</b>	<b>11.9%</b>
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# Complaints, Comments & Commendations

## Valid Complaints

Category	April 2014	April 2013	12 Month Average per Month	Complaints per 10,000 Passengers
Bus Stop	3	8	9	0.04
Careless Driving	14	16	16	0.17
Conduct	0	0	1	0.00
Crowded	21	20	18	0.25
Customer Service	2	0	2	0.02
Early Bus	12	13	15	0.14
Fare Dispute	2	3	6	0.02
Late Bus	4	6	6	0.05
Missed Transfer	24	37	29	0.28
No Show	6	12	10	0.07
Passed By	2	8	5	0.02
Passenger Conduct	25	17	18	0.29
Other	4	2	5	0.04
<b>Total</b>	<b>119</b>	<b>142</b>	<b>139</b>	<b>1.39</b>

## Ridership

	April 2014	April 2013	12 Month Average per Month
All services	847,873	827,576	790,525

## Comments

	April 2014	April 2013	12 Month Average per Month	Comments per 10,000 Passengers
General Comments	26	43	40	0.31

## Commendations

	April 2014	April 2013	12 Month Average per Month	Commendations per 10,000 Passengers
General Commendations	22	30	28	0.26



RIVERSIDE TRANSIT AGENCY  
1825 Third Street  
Riverside, CA 92507

June 4, 2014

TO: BOARD ADMINISTRATION AND OPERATIONS COMMITTEE  
THRU: Larry Rubio, Chief Executive Officer  
FROM: Rohan Kuruppu, Director of Planning  
SUBJECT: Comprehensive Operational Analysis (COA) Draft Service Standards and Presentation

Summary: In November 2012, the Board of Directors (Board) authorized staff to award a contract to Transportation Management & Design, Inc. (TMD) for the COA. The COA will serve as a blueprint for operational and capital enhancements for the next ten years. The COA is comprised of the following five (5) primary tasks:

1. Market Assessment - Includes on-board ride checks, on-board surveys, and non-user surveys, as well as an assessment of demographic, land use, trip generators and travel patterns in the region. Results of the analyses are used to identify unmet and future market needs, quantify the diverse set of development patterns in the region, and highlight key market opportunities for the Agency.
2. Service Assessment - Includes the evaluation of performance measurements by day of the week at the route, route segment, trip, and stop level for all existing fixed route services.
3. Service Framework, Strategies, and Service Standards - The results of the market and service assessments will form the basis for developing a clear transit vision within the Agency's service area. Through a collaborative process, the findings from the analysis will be synthesized into market priorities and service network design principles that include updated service standards, refreshed bus stop design guidelines, and the identification of rapid transit alternatives.
4. Stakeholder Outreach - Extensive public outreach is a vital opportunity for the community to provide input for the development of proposed service strategies, alternatives, and recommendations. All 18 cities, unincorporated communities, major colleges and universities, and several other stakeholders within the Agency's service area have been invited to participate. Since the commencement of the study, over 40 community meetings have been held.

5. Ten Year Network and Capital Plan - The Ten Year Network and Capital Plan will include prioritized operational and capital recommendations to support the fixed route network over the next one to three years (short-term) based on available resources and funding, as well as mid- and long-term (four to six years and seven to ten years, respectively) that include a more generalized set of recommendations on a corridor and network level. The mid- and long-term periods will include recommendations based on future funding assumptions.

The COA is about eighty percent complete. A rich amount of data has been collected and analyzed from surveys, outreach meetings, and the market and service assessments including demographic trends and travel patterns by origin and destination.

In order to ensure continued progress towards the objectives and guiding principles of RTA Forward (10-Year Transit Plan), the implementation phase will require close and systematic monitoring of service performance and delivery as well as informed decisions regarding future service changes. Service standards define a policy level set of evaluation metrics which serve as a management tool to assess the efficiency, effectiveness, and quality of service delivered. They also establish benchmarks for informed decision-making on existing and future services. These service standards will guide RTA in ensuring that its service meets the expectations of passengers and stakeholders as well as being cost-effective for the agency, and they will guide every change and investment in service as Western Riverside County's mobility needs evolve.

The attached Service Standards consists of five primary components:

1. Service Classifications – outline RTA's service tiers, characteristics, and network roles.
2. Service Warrants – define which areas in the RTA service area warrant fixed-route service coverage.
3. Service Design Standards – lay out how RTA service should be designed and operated, for existing as well as new services.
4. Service Performance Standards – describe RTA expectations regarding service performance in terms of effectiveness, efficiency, and quality for customers.
5. Service Evaluation – presents a process for analyzing, updating, and communicating service plans to ensure RTA continues to stay on target with RTA Forward, ensures that it is financially sustainable, and meets the mobility needs of the county's residents, employees, and visitors.

In July, staff and the consultant team will return to the Board

Administrative and Operations Committee and the Board of Directors respectively with the draft service proposals. Upon Board approval, during the month of August, the draft service proposals will be presented to the public and stakeholders for their review and input. By the end of September staff intends to respond to public comments and finalize the COA and will bring the draft final plan back to the Board Administrative and Operations Committee and Board for approval in October.

Fiscal Impact:

None.

Recommendation:

Receive and file the Comprehensive Operational Analysis (COA) Draft Service Standards and Presentation.



# DRAFT SERVICE STANDARDS

*JUNE 4, 2014*

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## Overview

In order to ensure continued progress towards the objectives and guiding principles of *RTA Forward (10-Year Transit Plan)*, the implementation phase will require close and systematic monitoring of service performance and delivery as well as informed decisions regarding future service changes. Service standards define a policy level set of evaluation metrics which serve as a management tool to assess the efficiency, effectiveness, and quality of service delivered. They also establish benchmarks for informed decision-making on existing and future services.

These service standards will guide RTA in ensuring that its service meets the expectations of passengers and taxpayers as well as being cost-effective for the agency, and they will guide every change and investment in service as Western Riverside County's mobility needs evolve.

This set of standards consists of five primary components:

- **Service Classifications** – outline RTA's service tiers, characteristics, and network roles.
- **Service Warrants** – define which areas in the RTA service area warrant fixed-route service coverage.
- **Service Design Standards** – lay out how RTA service should be designed and operated, for existing as well as new services.
- **Service Performance Standards** – describe RTA expectations regarding service performance in terms of effectiveness, efficiency, and quality for customers.
- **Service Evaluation** – presents a process for analyzing, updating, and communicating service plans to ensure RTA continues to stay on target with *RTA Forward*, ensures that it is financially sustainable, and meet the mobility needs of the county's residents, employees, and visitors.

## Service Classifications

Service classification creates the framework behind service design and performance standards. Classifying services allows for the comparison of similar transit products, and each classification serves a different role in the overall network. RTA’s services have been divided into five classifications.

RTA Service Classifications			
Service Classification	Service Characteristics	Network Role	RTA Routes
Frequent Key Corridor	Frequency every 15 minutes or better in high-density areas	Form the core of the network and provide lifestyle transit options	1, 16
Supporting Local	Frequency 30 minutes or less in lower density areas with contiguous development	Provide connections to lifestyle service and key local destinations	3, 8, 10, 11, 12, 15, 18, 20, 21, 23, 24, 29, 30, 32, 41, 42, 49
Community Feeders	Shorter distance routes connecting key destinations within one city or community	Connect residents with local shopping, education, medical facilities, or transit stations	51, 55, 56
Regional Connector	Longer distance routes connecting multiple urban centers separated by geographic gaps in density	Facilitate connections between dispersed activity centers and between high and low-density areas	22, 27, 31, 35, 40, 61, 74, 79
CommuterLink	Long-distance, peak-hour express service	Connect commuters with major employment centers	204, 206, 208, 216, 217



## Service Warrants

RTA serves the second-largest service area in the country with limited resources. Service warrants provide a way to determine which areas within the large service area will have both the passenger demand and performance potential to produce cost-effective fixed-route transit service. Providing a set of guidelines for which areas warrant service will help RTA respond to future community requests for new service. The development of service warrants considers both the needs and the opportunities of Western Riverside County’s residents.

## Considerations for New Service

The following are considerations that should be taken into account when evaluating potential for new fixed-route service. In order to maintain financial stability, it is important that new services are projected to perform at or above the system average. Planning routes around these guidelines will help ensure successful performance of new routes.

## Unmet Mobility Needs

RTA should strongly consider the mobility needs of transit-dependent populations when evaluating where to operate service. In assessing the area’s demand for transit service, it is important to examine the presence of these demographic groups and whether any unmet needs are present. Census tracts already served by RTA with concentrations of minority or low-income populations above the service area average are covered by Title VI regulations. Other populations such as seniors, the disabled, zero-vehicle households, and youth/students should also be considered as these demographic groups are more inclined to use transit than others. Implementing routes that serve higher concentrations of these transit-prone groups increases their performance potential.

## Network Role

New services should be evaluated for their place in the overall transit network. Each new route in the network will have a unique role, whether that is facilitating transfers with existing services, introducing service coverage to a recent development, or providing connections between current routes and major destinations. While successful new routes connect with existing services, they should not duplicate existing service or compete for passengers.

## Market Opportunities

There is a strong correlation between service performance and surrounding population and employment densities: the more people with access to a route, the higher the route’s ridership. Population-dense areas tend to coincide with mixed-use neighborhoods, walkable environments, and higher populations of transit-friendly constituencies such as students, seniors, zero-vehicle, and low-income populations. RTA route segments that perform above system average run in areas with an average population and employment density of over 15 people/jobs per acre (9,600 people and jobs per square mile). At densities over this minimum threshold, transit has the opportunity to play a meaningful role in public mobility. Areas with densities below this minimum threshold are not considered to be supportive of fixed-route service and should not be subjected to further analysis. Areas in this category

that have unmet needs may be served by alternative options to fixed-route service in order to sufficiently meet their mobility needs.

### Evaluating New Services

Once a new route has been implemented, it should be closely monitored to determine whether it is reaching its desired performance standards. The route should first be evaluated after six months to determine whether it meets more than two-thirds of its performance standards. Under-performing routes should be put under remedial action while over-performing routes should continue to be monitored. New services not meeting the minimum standards at the end of the trial period are subject to the same remedial actions as existing services, which will be discussed later in this document.

## Service Design Standards

Service design standards refer to how transit service is designed, implemented, and operated on the street. The standards outlined in this section are intended to be guidelines, not absolutes, to develop an efficient and effective transit network. Service design standards should be applied to both new and existing routes to improve overall service performance. Network and route design directly impact service performance, making these guidelines important to maintaining financial stability.

### Network Design

The design of a route network defines the overall success of the system. How routes interact with one another greatly impacts the ease with which passengers can travel around the network.

### Network Structure

The RTA service area is comprised of varying levels of population and employment densities and urban centers separated by geographic gaps of little to no density. RTA serves areas with a variety of mobility needs and service warrants: some areas are supportive of transit lifestyle service while others warrant lifeline service. Working within a constraint of limited resources, RTA must strive to match resource investment to mobility needs to ensure maximized gains from ridership. Its challenge is creating a cohesive network that combines areas that warrant different levels of service investment and transit supply.

Due to its incredibly large service area, RTA operates as a hub-and-spoke network. This is the most efficient configuration for connecting such a large area, but it means that many trips involve at least one transfer. To reduce total travel time and encourage passengers to use the system, RTA should aim to schedule no transfer wait to be more than 20 minutes.

### Regional Connectivity

RTA should work with transit partners such as Omnitrans, OCTA, SunLine, Pass Transit, Corona Cruiser, and Metrolink to coordinate transit service terminals, schedules, and transfer mechanisms. Travel outside of the county is a significant part of private vehicle travel patterns in Western Riverside County. Improving regional connections will help make transit a more attractive option to the automobile, increasing transit ridership and reducing automobile use.

## Route Design

Route design encompasses route alignment, route and bus stop spacing and placement, and service characteristics such as frequencies and spans.

### Route Alignment

RTA routes should be designed to serve origins and destinations via direct pathways, minimizing out-of-direction movements. This provides a faster trip to attract more customers and fare revenue, while minimizing the operating cost to provide service. Deviations which serve high volumes of passengers may occasionally be warranted.

### Route Spacing and Placement

Wherever feasible and appropriate, bus routes should serve major arterial streets with a good pedestrian environment, avoiding smaller neighborhood streets. Routes should be spaced no closer than half a mile apart. Industry surveys of consumer behavior have found that people will walk further for better frequency, extending the effective service walk access area for a bus from a quarter mile to a half mile. This means that frequent routes spaced more widely apart will attract more ridership (and farebox revenue) than less frequent service spaced closer together. Routes spaced too close together compete for ridership and use resources that could be more effective if placed elsewhere.

### Stop Spacing and Placement

This standard involves how far apart bus stops are spaced and where they should be located on streets. This involves balancing access to service while minimizing delay. Industry wisdom argues that too many stops results in fewer riders because faster service operations is more important than minimizing walk distances. Adding in new stops slows down a route, making it less attractive to passengers. The recommended stop spacing guidelines differ by service type and in some cases a stop may need to be skipped (e.g. empty land with no development) or added (e.g. special customer access need or key destination).

- **Frequent local** – Frequent routes of frequencies of 15 minutes or better should have stops spaced a minimum of ½ mile apart. Limited routes with an underlying local route should have stops spaced a minimum of ½ mile apart.
- **Supporting local and community feeders** – For these services, stop spacing should average ¼ mile. Local service on small streets can sustain the most closely-spaced stops since trip distances are usually short. Stops on major arterial streets risk introducing unnecessary delay if stops are spaced closer than ¼ mile. Existing stops with continuously low usage will be subject to review for consolidation with other stops or removal in order to increase service speed and reliability and reduce stop capital and maintenance costs.
- **Regional** – Regional routes pass through areas of varying densities. Stop spacing should be around ¼ mile within denser areas while in areas with lower densities, stops should be strategically placed at key destinations or other locations as appropriate, though not closer than ¼ mile. If a route passes through areas of no density, it does not need to stop.
- **CommuterLink** – CommuterLink routes should seek to minimize stops between endpoints as much as possible to reduce out-of-direction delay and overall running times.

Stops should be placed on the far side of intersections wherever possible. Far-side stop placement improves bus speed by minimizing time spent at traffic signals and improves pedestrian and bicycle safety as passengers do not cross in front of the bus. It also maintains a larger amount of curb space available for parking than near-side stop placement.

Bus stops with higher levels of activity warrant investment in amenities to provide a better customer experience. Bus stops with daily activity of 40 boardings or more warrant minimal amenities such as a bench and a trash can. Bus stops with daily activity of 80 boardings or more warrant additional amenities such as a shelter, good lighting, and real-time information, if available.

### **Service Frequency**

Service frequency can define how long customers wait for bus service depending on how they arrive at the stop. Some riders plan their arrivals at the stop minutes before the trip time on the route schedule. Others behave more spontaneously and just walk to the stop when they are ready to travel without consulting the route timetable. Depending on the service frequency, the customer experience can vary significantly for these two groups with the former (“the trip planner”) having an experience that does not vary significantly with the frequency, while the latter (“on-demand traveler”) will only have a good experience if the service operates frequently – the average wait for a random arrival is half the interval between trips. Market research has found there are far more potential transit customers who want to travel “on-demand” than “plan” their trips, making frequent transit service highly desirable in increasing ridership and productivity. The ideal frequency to attract “on-demand” travel consumers is 10 minutes or better (average wait of 5 minutes or less).

Additionally, certain land-use development and mobility typologies respond better to transit service, while others are more challenging to serve effectively:

- Transit Lifestyle Areas – These areas feature a mix of land uses and relatively high density and are generally well-suited for walkability. Transit lifestyle areas respond well to investment in frequent service and passengers can use transit for all their trip needs, minimizing their need for a private automobile.
- Transit Lifeline Areas – Areas with low residential and employment densities and separated residential, retail, and commercial land uses are more challenging to service with transit, and often see high ridership only to strong activity centers. Frequency is still important, but these areas do not generate enough ridership to support high investment in frequent transit service.

The following are frequency targets by service tier:

Service Frequency			
Service Classification	Weekday Peak Frequency	Weekday Off-Peak Frequency	Weekend Frequency
Frequent Key Corridor	10	15	15
Supporting Local	30	60	60
Community Feeders	15	30	--
Regional Connector	60	60	60
CommuterLink	Based on demand	--	Based on demand

Whenever possible, headways should be designed as “clock-face” where the same times repeat each hour (i.e. headways that divide into 60, where service operates every 10, 12, 15, 20, or 30 minutes) at key timepoints. This makes service easier for customers to remember and use without consulting schedules. Exceptions are permitted where a route (usually with longer headways) will be operationally inefficient (e.g. require an additional vehicle resource) with a clock-face headway.

**Span of Service**

Span of service defines how many hours each day a specific route will operate. Routes with similar network roles should have similar spans in order to facilitate travel throughout the RTA network. Service spans may need to be adjusted on certain routes depending on the operating hours of connecting services such as Metrolink or Omnitrans. The following are minimum spans by service tier.

Service Spans		
Service Classification	Weekday Span	Weekend Span
Frequent Key Corridor	4:00 AM – >12:00 AM*	5:00 AM – >10:00 PM*
Supporting Local	5:00 AM – 10:00 PM	7:00 AM – 8:00 PM
Community Feeders	6:00 AM – 8:00 PM	8:00 AM – 6:00 PM
Regional Connector	4:00 AM – 10:00 PM	6:00 AM – 8:00 PM
CommuterLink	Based on demand	Based on demand

\* Based on demand

## Service Performance

Service performance standards are necessary to ensure that all services are fulfilling their roles in the transit network and contributing to the overall financial sustainability of RTA. Performance should be measured regularly in order to identify trends over time and to allow prompt changes to be enacted if necessary. Performance standards help ensure that RTA services are useful to customers as well as cost-effective for the agency.

### Key Performance Indicators

Service performance may be measured using a number of industry best practice key performance indicators. These fall into two distinct groups, the first focused on efficiency and effectiveness, the second on service quality:

- Efficiency and Effectiveness
  - Passengers per Revenue Hour
  - Farebox Recovery
  - Subsidy per Passenger Boarding
- Service Quality
  - On-Time Performance (service reliability)
  - Passenger Load Factor (identifying overloads)

### Efficiency and Effectiveness Measures

These measures compare the cost of operating service with the passengers the service carries and the operating revenue generated.

#### Passenger Boardings per Revenue Hour (PPH)

This performance indicator measures service effectiveness or productivity based on ridership (unlinked boardings) generated for each hour of service operated. The following are expected targets for service, and there are different expectations for each service category and day type. RTA’s current average local route productivity is 22.5 passengers per hour on weekdays, 19.5 on Saturdays, and 16.3 on Sundays. Routes performing at 75% of their service classification target will be subject to corrective action while routes performing at 125% will be candidates for increased service investment. These options will be discussed in more detail later in this document.

Passengers per Revenue Hour		
Service Classification	Weekday	Weekend
Frequent Key Corridor	30	25
Supporting Local	20	15
Community Feeders	15	--
Regional Connector	20	15
CommuterLink	15 per trip	15 per trip

### Farebox Recovery

This indicator measures the amount of service operating cost that is covered through operating revenue and is expressed as a percentage. The higher the percentage, the lower the subsidy support needed to maintain the service. RTA’s current farebox recovery ratio target is set based on the projected budget for the succeeding fiscal year and is blended to consider the urban (20%)/rural (10%) service offering. State-mandated minimum farebox recovery is 20%, so in order to maintain financial sustainability, in the future all RTA routes should be held to this standard. Routes falling below this standard should be evaluated for improvement potential. Current average farebox recovery on local routes is 27 percent on weekdays, 22 percent on Saturdays, and 18 percent on Sundays.

Farebox Recovery Ratio (Revenue/Cost)		
Service Classification	Weekday	Weekend
Frequent Key Corridor	20%	20%
Supporting Local	20%	20%
Community Feeders	20%	20%
Regional Connector	20%	20%
CommuterLink	20%	20%

### Subsidy per Passenger Boarding

Subsidy per passenger boarding measures the net cost or subsidy to provide service a per-passenger boarding basis. Since operating costs are largely driven by revenue hours, evaluating routes on a cost per passenger boarding basis will often yield similar results to the productivity analysis; however, subsidy per boarding can take into account cost sharing or other funding relationships that may reduce subsidy. Routes must meet cost per passenger boarding expectations to continue operations. Rather than setting different standards by type of service for this performance indicator, a system-wide standard is established based on a reasonable maximum subsidy experience per passenger boarding. This presents an opportunity for RTA partners to maintain service that does not meet this minimum standard. External partners can fund the service such that the resulting subsidy per passenger boarding does not exceed the minimum thresholds. Current average subsidy per passenger on local routes is \$2.64 on weekdays, \$3.52 on Saturdays, and \$4.59 on Sundays.

Subsidy per Passenger Boarding		
Service Classification	Weekday	Weekend
Frequent Key Corridor	(\$5.00)	(\$5.00)
Supporting Local	(\$5.00)	(\$5.00)
Community Feeders	(\$5.00)	(\$5.00)
Regional Connector	(\$5.00)	(\$5.00)
CommuterLink	(\$5.00)	(\$5.00)

## Service Quality Measures

### On-Time Performance

An on-time performance standard defines a minimum threshold that RTA should meet regarding the percentage of total daily trips that are operated as scheduled. On-time performance reflects both the predictability and reliability of service which can affect whether or not people choose to use or continue to use transit.

RTA defines “on time” as zero minutes early to 6 minutes late at each timepoint, disregarding early arrivals at the final timepoint.

The goal of 85 percent on-time performance systemwide is a common industry target , which allows for some level of service variability while maintaining the reasonable expectation of reliability for customers.

### Passenger Load Factor

Passenger load factor refers to how many people are on the bus at any given moment compared to its capacity both seated and standing. While high productivity is desirable for transit service, passenger loads must be monitored to ensure that the service remains attractive to travelers. Comfort and access issues may result if overcrowded conditions occur and additional service may need to be required to address the situation.

Service quality issues with crowding are dependent on both the number of standees and the amount of time customers must stand. If crowding is relatively brief and dissipates in just a few minutes of travel, it usually will not warrant additional service. Conversely, on longer-distance express-type service, it is not preferred to allow any standees due to the amount of time that customers spend on the vehicle. Sustained crowding should be evaluated for the need to provide increased frequency.

The passenger load standard is 150% of seated capacity for all local routes. CommuterLink routes have a standard of 100% of seated capacity because they operate long distances on freeways.

## Service Evaluation Process

The service evaluation process is conducted in order to ensure the continued performance of individual services, as well as the overall network. This evaluation is intended to improve service design and productivity within categories, which is important to ensure that RTA offers a consistent system that is easy for customers to use and easy for RTA to promote, manage, and administer.

### Data Needs for Service Evaluation Process

The performance measures discussed above require the regular collection and updating of the following data sources:

- **Ridership:** Total number of boardings and on-board load by route and day of the week will be consolidated monthly. Through regular collection of ridership data, trends over time can be examined as well as providing the detailed data needed to conduct in-depth analysis.



- **Revenue:** The farebox revenue data generated on a route by route basis will be collected daily and reconciled monthly including both farebox and pre-paid media.
- **Resources:** The number of vehicles, revenue miles, and revenue hours per route by day of the week will be collected from the RTA scheduling system.
- **Costs:** The cost of providing service will be updated on an annual basis for each vehicle type and operations entity. It is recommended that costs be allocated back to service based on at least a two-part model including hours and miles.
- **On-Time Performance:** Departure times at each timepoint (and arrival at final timepoint) are collected on a per trip basis using on-board Automatic Vehicle Locator (AVL) systems.
- **Community Considerations:** The locations of senior, disabled, minority, and lower-income populations are important to consider in transit service planning in order to ensure that these groups do not experience disparate or disproportionate impacts in access to and quality of mobility. This information is available via US Census or American Community Survey data. Census tracts with concentrations of minority or low-income populations above the service area average are covered by Title VI regulations. Likewise, the presence of medical facilities, nursing homes, and other community services are given consideration to ensure that these facilities are connected with the communities they serve. This data will be collected through cooperation with local planning and development agencies.
- **Business Arrangements:** Existing or proposed arrangements with employers, educational institutions, and government entities are considered when evaluating route performance. For cost sharing arrangements, the amount of subsidy provided to operate service on a monthly or annual basis (however the contract is structured) will be provided, as well as any conditions on that subsidy. Any cost sharing should be included in the subsidy per passenger boarding metric to assure that services is represented accurately regarding performance levels.

## Service Evaluation Schedule

### Monthly Route Performance Analysis

Each month, RTA should collect data and monitor trends for major anomalies in service performance.

Performance trends to be reviewed include:

- Ridership by route and day of week
- Passengers per Revenue Hour by route and day of week
- Farebox Recovery by route and day of week
- Subsidy per Passenger Boarding by route and day of week
- On-time Performance by route and day of week
- Passenger Load Factor by route and day of week
- Service Speed by route and day of week

### **Annual Service Analysis**

A yearly comprehensive system-level performance analysis of individual routes will be prepared by RTA. This report will also analyze trends affecting route performance including service and fare changes, seasonal differences, operational issues, employment trends, and gas prices. Title VI implications, as well as the route network implications relative to ADA service provisions, will also be considered with recommendations for route modifications as necessary to achieve or maintain the performance measures adopted by RTA.

The Annual Route System Analysis will identify routes not meeting performance measures for alignment modifications, scheduling adjustments, and/or additional marketing. New service(s) may also be proposed along with proposals for elimination of non-productive service. Also as part of the Annual Route System Analysis, updates to the Key Performance Indicators may be proposed and existing measures modified or removed.

The annual report will be produced at the end of the fiscal year and will include the fourth quarter of the Quarterly Route Performance Analysis, as well as annual totals for those measures shown in the quarterly report description above.

It will also include:

- Average Daily Ridership by route and ranked by utilization
- Total annual ridership by route and day of week
- On-time performance by route and day of week
- Passenger load factor by route and day of week
- Update on *Corrective Action Plans*
- Emerging trends discussion
- Future outlook

### **Comprehensive Systemwide Service Analysis**

A Comprehensive Systemwide Service Analysis similar to the recent *RTA Forward* will be conducted at least every five years. It will analyze all RTA general public transit services and include an assessment of the market for transit, consumer mobility needs and desires, ridership, and service and operating performance. It will also assess ongoing RTA financial sustainability and update the financial plan for the next decade.

### **Relative Service Effectiveness Measures and Corrective Action Guidelines**

Along with minimum performance standards, routes will also be evaluated in comparison with each other for service efficiency and effectiveness. RTA will derive the service tier average for each metric and determine how each route performs compared with the tier average. For example if the service tier average is 25 passengers per revenue hour, and one route generates 20 passengers per revenue hour, that route performs at 80 percent of the tier average.

Based on the percentage of service tier average, the routes will be classified within the following categories:

- High-performing service: 125% of tier average or better
- Average-performing service: between 75% and 124% of tier average
- Low-performing service: 74% of tier average or below

The sections below include *Corrective Action Plans* for routes falling into the categories described above and for routes that fall below or exceed target/minimum performance standards. Routes in the low and high categories may warrant more intensive actions, while routes towards the middle are adequately fulfilling their roles in the network and will generally only warrant action during regular systemwide reviews.

Timeline for *Corrective Action Plans*:

- If a bus route is found to be “low performing” on two or more of the three efficiency and effectiveness metrics for three or more consecutive quarters, the service is subject to a *Corrective Action Plan*.
- The *Corrective Action Plan* will examine the routing, schedule, route segments, and span of service in order to diagnose weaknesses using the methods described below.
- Using this information, RTA will prepare a *Corrective Action Plan* for improving performance.
- The *Corrective Action Plan* will be implemented in the next feasible service change window given the limitations in place regarding public process, public hearing (if required), and annual service change calendar.
- If after following the *Corrective Action Plan* implementation for three consecutive quarters, the route continues to be low-performing on two or more of the three efficiency and effectiveness metrics, the route, or its underperforming segments or trip times, may be subject to discontinuation. It will be discontinued if it fails to meet the “subsidy per passenger boarding” standard unless additional external funding is found to support continued operation by bringing this metric down to its maximum standard level. This policy will help ensure that meaningful transit service is provided and that ongoing financial sustainability is supported.

### **High-Performing Service (125% or higher of tier average)**

Routes ranking in this category suggest the need for greater investment, as high performance may signal the presence of significant latent demand, and also of crowding that may deter continued ridership growth. Actions for high-performing routes include:

- Increase service levels: Highly productive routes may warrant increased frequency, even without excessive loading. Increasing frequency, span of service, or days of the week can help make service more attractive to a wider pool of potential customers, including those that currently drive. High frequencies provide dependable service with minimal waits, encouraging passengers to arrive randomly without consulting a schedule. Also to maintain a high quality of service, it is important to prevent significant crowding on vehicles.

- Introduce additional service types (Limited-Stop): High-performing corridors may warrant upgraded service quality to a limited or rapid service on top of local underlays. Limited service provides faster service while still serving key destinations. Substantial time savings from reduced dwell delay help to increase ridership. Limited service along a high-performing corridor will free up space on crowded local routes. Limited routes are geared towards time-sensitive commuters and longer-distance travelers, and may have the potential to attract new “choice” riders.
- Updated Transit-Operating Environment: High-performing routes can be further improved by providing enhanced, high-quality features along the route. Bus-only lanes, bus bulbs, and signal priority mechanisms are all methods for decreasing delay and travel time along a route. These methods make transit more attractive to potential riders as they give buses an advantage over automobile travel.

This category of routes constitutes the top-performing tier of the entire RTA system. It is very important to maintain a high-quality level of service as well to continue further investment. It is important to monitor these routes and make investments in key areas that are aimed at further improving overall service. Creating standards for high-performing service prioritizes investment in the core system. While creating new routes helps serve new markets and increases area coverage, upgrading high-performing lines directs investment where it will be most effective.

#### **Average-Performing Service (75 to 124% of tier average)**

Services in this category are adequately fulfilling their roles in the transit network, and no corrective action is required. These routes will be monitored on an ongoing basis to determine whether their performance improves, decreases, or remains steady. While no particular action is necessary, ranking in this category does not preclude service adjustments at the discretion of RTA and these services should be reviewed during the next systemwide review.

- Actions: Routes in this category perform well as a whole. Their average performance may point to conditions where performance is consistent equally throughout their length or conditions where there may be segments of very high and also low performance. Routes in this category should undergo a trip-by-trip or segment-level analysis to determine whether they are average overall, or include trips or segments which fall into the more extreme categories. Segments which would be considered low or very high performers are subject to the actions detailed in those sections.

#### **Low-Performing Service (74% or lower of tier average)**

Routes which rank within this category will be reviewed to determine their potential for improvement. Corrective actions include any and all of the following based on the best judgment of RTA. Routes in this category may still meet expected minimum performance standards as identified earlier in the document – however, there may be room for improvement.

- Segment Level Analysis: A segment level analysis of a low-performing service may highlight a specific portion of the route that significantly reduces the overall performance, causing it to perform below the standard for its service class. If a low-performing segment is identified, it can

be modified to attempt to raise productivity for the route as a whole. If the results of a segment level analysis turn out to be inconclusive, however, modifications to the entire route should be considered.

- Operational Analysis: Often the difference between meeting and failing minimum performance standards is inefficient use of vehicle resources. Realigning service to cover only critical segments or eliminating unnecessary delay (e.g. deviations) are ways to reduce travel time and save resources, thereby raising performance levels while retaining ridership.
- Change in Service Levels: Adjusting the service levels of a low-performing route – by any combination of frequency, span, or day of week changes – may help to tailor the transit product to its market, and subsequently increase productivity. Some low-performing routes may not warrant the frequencies currently scheduled, and reducing investment in the route may be an appropriate course of action.
- Cost Sharing: Exploring cost sharing or public-private partnerships can reduce the amount of subsidy required on low-performing services. This is applicable for routes which do not meet minimum performance standards yet serve a need identified by businesses, schools, attractions, or other organizations that may be willing to assist with funding operations in order to continue service. Routes which have cost-sharing relationships will likely become Average Performing or High Performing in the Subsidy Per Passenger Boarding metric, but will still need to meet least average performing standards on at least another metric in order to avoid further *Corrective Action Plans*.
- Targeted Marketing: Marketing tactics can help to raise the public awareness of a route in need of remedial action. Poor ridership may be a result of a lack of public knowledge of a route, and investing in marketing can reverse this trend, especially in concert with planned service adjustments. This is especially the case for concentrated market groups like employment centers, shopping districts, schools, hospitals, agencies, and other major destinations.
- Rider Outreach: Onboard surveys and rider interviews are methods for gaining valuable information on how a route can be improved. These methods can reveal information about popular destinations that a route may bypass, or other aspects of a service that may be holding back ridership growth.

Once a *Corrective Action Plan* is formulated and implemented, the route must meet average-performing or high-performing standards on at least two of the three efficiency and effectiveness metrics for at least one quarter within the first three successive quarters after implementation of the plan or face further action. Once a route reaches at least average performance in two of the three efficiency and effectiveness metrics for at least one quarter, the process of *Corrective Action Plan* is deemed concluded, and any subsequent low performance is treated as a new event.

If none of the aforementioned corrective actions are successful in raising productivity to average or high-performing in at least two of the three efficiency and effectiveness metrics shown above for at least six successive quarters, discontinuation may be necessary to ensure effective use of resources.

Discontinuation is the final option for a low-performing route that does not meet minimum performance standards and can be applied to a route segment or the route as a whole or by time of day or service day. Corrective actions shall be in action for at least three successive quarters before service is discontinued, except in extreme or unforeseen circumstances. The effects on the routes' transit-dependent riders will be considered when discontinuation is an option.

### Public Input & Review

During any substantial changes to service (alignment or significant schedule changes), customer, public, and employee input on recommendations resulting from service evaluation should be actively sought and follow the updated requirements of Title VI. RTA may employ various outreach methods including:

- Publication on website
- Information posted on buses
- Public meetings in various parts of the RTA service area
- Notices to public officials, key stakeholders, and community groups
- Targeted surveys to riders of affected services
- E-communications to self-identified RTA passengers (those who provide contact information)
- "Ambassador" personnel stationed at key bus stops and transit hubs to discuss service changes with customers

### Summary

RTA is proud to be a trusted partner in mobility in Western Riverside County. By setting clear standards for service design, performance, and evaluation, RTA is committing itself to providing the most effective and efficient transit service possible, with full accountability to those it serves. Through these standards, RTA ensures that it will continue to provide a transparent and inclusive process in its decision making. Through our interaction with our stakeholders and the community at large, it is our expectation that this document will continue to evolve and adapt to the changing needs of the county.