

## GOALS, OBJECTIVES AND POLICY STATEMENT

An important element in the success of any organization is a clear and concise set of goals and objectives, as well as the performance measures and standards needed to attain them. This can be particularly important for a public transit agency, for several reasons:

- Transit goals can be inherently contradictory. For instance, the goal of maximizing cost effectiveness can tend to focus services on the largest population centers, while the goal of maximizing the availability of public transit services can tend to disperse services to outlying areas. To best meet its overall mission, a public transit agency must therefore be continually balancing the trade-offs between goals. Adopting policy statements also allows a discussion of community values regarding transit issues that is at a higher level of discussion than is possible when considering case-by-case individual issues.
- As a public entity, a public transit organization is expending public funds and therefore has a responsibility to provide the public with transparent information on how funds are being spent and how well it is doing in meeting its goals. Funding partners also have a responsibility to ensure that funds provided to the transit program are being used appropriately. This is accomplished by providing information on the effectiveness and efficiency of the transit program.
- An adopted set of goals and performance standards helps to communicate the values of the transit program to other organizations, to the public, and to the organization staff.

### Policy Statements and Standards

Transit providers in Humboldt County have indicated they do not currently have formal or adopted goals, policies and objectives for their services; therefore, new ones are suggested. A series of goals and related objectives are listed below, and the standards for meeting the objectives are listed in Table 22. The goals include the following.

- 1) Safety Goal: Transit Providers in Humboldt County will operate services in a safe manner.
  - a) Objective: Providers will limit the number of preventable accidents.
- 2) Service Quality Goal: Transit Providers in Humboldt County will operate on time.
  - a) Objective: Fixed route buses will never depart a stop early, and will leave no later than 5 minutes past published departure time.
- 3) Service Effectiveness Goal: Transit Providers will provide an effective transit service.

**Table 22: Example Performance Standards for Humboldt County Providers**

Shading Indicates Does Not Meet Minimum Standard			
Shading Indicates Meets Minimum Standard But Not Target Objective			
Shading Indicates Meets Target Objective			
Service	Proposed Standards		Current Status
	Minimum	Target	
<b>1. SAFETY STANDARD</b>			
<b>Total Accidents</b>			
All Services/All Providers	100,000 Miles Between Accidents	500,000 Miles Between Accidents	To be determined
<b>2. SERVICE QUALITY STANDARDS</b>			
<b>On-Time Performance</b>			
All Services/All Providers	85% of trips no later than 5 minutes behind schedule, no early departures	90% of trips no later than 5 minutes behind schedule, no early departures	To be determined
<b>3. SERVICE EFFECTIVENESS STANDARDS</b>			
<b>Service Productivity -- Passengers Per Hour</b>			
Service	Proposed Standards		Current Status
	Minimum	Target	
RTS	15.0	20.0	18.4
S Humboldt Intercity	3.0	5.0	3.5
S. Humboldt Local	7.0	10.0	7.8
Willow Creek	4.5	5.0	4.7
Tish Non-Village	4.0	5.0	1.5
ETS	15.0	20.0	16.5
A&MRTS	30.0	34.0	34.1
Fortuna Transit	8.0	10.0	9.1
BLRTS	8.0	10.0	9.1
K-T NeT	2.5	4.0	2.4
Dial-a-Ride	2.5	4.0	0.9
<b>4. SERVICE EFFICIENCY STANDARDS</b>			
<b>Farebox Return Ratio</b>			
Service	Proposed Standards		Current Status
	Minimum	Target	
RTS	26.4%	40.0%	45.5%
S Humboldt Intercity	10.0%	25.0%	20.5%
S. Humboldt Local	10.0%	25.0%	13.7%
Willow Creek	10.0%	25.0%	20.8%
Tish Non-Village	10.0%	25.0%	4.5%
ETS	22.4%	25.0%	32.6%
A&MRTS	18.8%	25.0%	37.2%
Fortuna Transit	10.0%	12.0%	11.8%
BLRTS	10.0%	20.0%	n/a
K-T NeT	10.0%	20.0%	28.9%
Dial-a-Ride	10.0%	20.0%	19.4%
<b>Subsidy per Passenger Trip</b>			
Service	Proposed Standards		Current Status
	Maximum	Target	
RTS	\$3.00	\$2.25	\$2.38
S Humboldt Intercity	\$15.00	\$12.00	\$14.43
S. Humboldt Local	\$10.00	\$7.00	\$7.68
Willow Creek	\$10.00	\$7.00	\$12.16
Tish Non-Village	\$15.00	\$12.00	\$38.12
ETS	\$4.00	\$2.25	\$2.51
A&MRTS	\$2.50	\$1.75	\$1.57
Fortuna Transit	\$15.00	\$12.00	\$11.65
BLRTS	\$10.00	\$7.00	n/a
K-T NeT	\$25.00	\$20.00	\$27.77
Dial-a-Ride	\$25.00	\$20.00	\$42.85

Source: Monthly Reports, TPAs

b) Objective: Transit services will carry a minimum number of passengers per hour of service provided.

3) Service Efficiency Goals: Transit Providers will provide a sufficient amount of revenue from fares (or an agreeable substitute for fares, such as donations).

a) Objective: Transit providers will meet a minimum farebox return ratio (defined as fare revenue divided by operating cost).

b) Objective: Transit providers will strive to minimize the subsidy required per passenger trip provided.

The suggested performance standards to help achieve these goals and objectives are listed in Table 22. Standards include both minimum standards and target standards that providers should strive to meet, along with the current value of each measure. The data listed under “current status” were derived from 2015-16 reports. A summary of the current performance status in regards to the standards is as follows:

- Data on the miles between accidents has not yet been provided; the suggested minimum safety standard is 100,000 miles between accidents, with a target of 500,000 miles between accidents.
- On-time performance has yet to be provided. At a minimum, no buses should depart bus stops prior to the published departure time, and a minimum of 85 percent of trips should depart no more than five minutes late (with a target of 90 percent). Depending on current conditions, this standard may be adjusted for various services.
- A “service effectiveness goal” sets a standard for the minimum number of passengers that should be carried per vehicle hour of service. This varies by the type of service provided (rural versus in town routes, for example). Table 22 identifies a minimum number that should be carried, and a desired target. Currently, Tish Non-Village, K-T Net and DAR do not meet the suggested minimum, while A&MRTS exceeds the desired target.
- The minimum farebox return ratio for each transit system is determined by TDA law and are included in Table 22. Currently, the Tish Non-Village does not meet the minimum, and K-T Net meets their minimum by including donations from the Hoopa Tribe toward their farebox revenue. Fortuna is currently meeting the minimum, but has not in the past. In addition to the minimum required, Table 22 suggests target farebox return ratios based on current status and trends. The RTS, ETS and A&MRTS perform efficiently in this regard, exceeding the suggested targets.