Transit Planning Examples

Five year plan:

It is important that transit agencies develop and update a regular plan for a transit system change. Ideally this is in the form of a five year plan which outlines actions to be taken in the following year and also sets goals for subsequent years. Such a plan should be updated annually and should be a topic of major discussion with the governing board of the transit agency. It also can be used as input to the regional Transportation Improvement Program (TIP) of the Metropolitan Planning Agency.

In general, a five year plan for a transit agency contains the following major elements:

- Community profile
- Description of existing services and resources
- Related plans programs and policies
- Transit system Goals and Objectives
- Performance evaluation of current system
- Alternatives for future change
- Five year program of projects

Some of these sections do not change very much over time, while others may. Performance evaluation of the system is an important component in that it provides clues on how to modify the system in the future.

The following pages provide examples of transit planning projects from the state of Florida. Florida requires that transit agencies annually prepare transit plans that describes the current system and its performance and describes what they intend to do for the next five years.

The examples are from the Fort Lauderdale area (Broward County), the Orlando region (Lynx transit) and Lee County (Ft. Myers). These are excerpts from the plans which show how performance indicators are used to develop the plan. In most cases you can get the latest version of the full plan from the internet;

Some web sites are:
- Broward County: http://www.broward.org/transportationplanning/tpi02601.pdf
- Lee County: http://www.rideleetran.com/tdppdf.htm

Most of these give good examples of how GIS can be used for transit planning. For example, the Lee county plan, chapter 1 has extensive maps that show trends and characteristics of census tracts as they relate to the potential for transit use.

This section also has an example of goals for a smaller rural transit service.
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H:\Projects\Transit course\Five yr.doc
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Statement of Broward County Goals and Objectives

“… the following goals and objectives have been specifically developed for this Broward County Transit Development Plan. These are intended to be used for discussion in the planning process for the TDP.

“Goal 1: Increase ridership within existing transit service areas through cost-effective transit improvements
Objectives:
• Increase bus headways on routes that currently exhibit strong ridership demand.
• Realign bus service routes to provide line haul service on major transportation corridors.
• Install ITS and other passenger infrastructure at bus stops (i.e., hardstands, shelter, lighting, seating, bus schedules, route connectivity maps etc.).
• Maintain schedule adherence through operational improvements along arterials that are planned for transit improvements.

“Goal 2: Enhance local and regional transit connectivity
Objectives:
• Develop major transfer stations where major transit corridors intersect
• Integrate transit routes and mode connections with corresponding service schedules to facilitate efficient passenger transfer transition.
• Encourage adoption of County and local ordinances that support Transit Oriented Development and pedestrian and bicycle enhancements.
• Improve the interconnection of the local transit system with the regional network of transit services i.e., South Florida Regional Transportation Authority (SFRTA/Tri-Rail), Miami-Dade Transit (MDT), and Palm Tran.

“Goal 3: Implement transit capital improvements that support the County’s GMP Land Use and Development Goals
Objectives
• Implement transportation improvements in a manner coordinated with orderly development within the County.
• Provide a transportation system that is coordinated and consistent with agency plans of Broward County, its communities and neighbors.
• Support collaborative land use and transportation planning efforts that ensure the community can develop in an efficient and sustainable way.

“Goal 4: Develop cost effective transit alternatives
Objectives
• Implement smaller scale transit projects during the TDP timeframe that will be needed to support large, capital intensive improvement projects in later years.
• Implement an evolutionary process within corridors programmed for BRT development by gradually building up service.

“Goal 5: Increase funding opportunities for Broward County Transit services
Objectives
• Seek to move flex funds from highway projects to transit projects in accordance with the funding plans of the 2025 LRTP.
• Identify and pursue opportunities of joint development with private sector.
• Determine favorability of various options for increasing local funds for transit, including options for a sales tax to finance transportation improvements similar to initiatives proven successful in Miami-Dade and in other areas of the country.
• Support efforts of the RTA to develop local funds for transit purposes."

Broward County Performance Measures

General Operational Measures
• Service Area Population
• Passenger Trips (Boardings)
• Operating Expense
• Revenue Miles
• Route Miles

Vehicles
• Vehicle Available in Maximum Service Local Contribution
• Vehicle Operated in Maximum Service Directly-Generated Non-Fare Revenue
• Revenue Miles per Vehicle in Maximum Service Passenger Revenue
• Average Age (yrs.) of Fleet

Employee (Full Time) Efficiency
• Total Employees
• Revenue Hours per Employee
• Passenger Trips per Employee

Service
• Vehicle Miles per Capita Average Fare
• Passenger Trips per Capita
• Passenger Trips per Revenue Mile
• Passenger Trips per Revenue Hour

Financial Measures
• Maintenance Expense
• Vehicle Local Revenue

Local Revenue
• Local Contribution
• Directly-Generated Non-Fare Revenue
• Passenger Revenue

Farebox Recovery

Efficiency
• Operating Expense per Capita
• Operating Expense per Passenger Trip
• Operating Expense per Revenue Mile
• Operating Expense per Revenue Hour
Examples of Broward County Peer Group comparisons

Figure 5-14
BCT’s Revenue Miles/Vehicle
Miles/Vehicle (000’s)

Figure 5-15
Peer Revenue

Figure 5-42
BCT’s Operating Expense per Rev. Mile
per Rev. Mile

Figure 5-43
Peer Operating Expense

Figure 5-46
BCT’s Farebox Recovery

Figure 5-47
Peer Farebox Recovery
<table>
<thead>
<tr>
<th>Objective</th>
<th>Policy (Measurable Target)</th>
<th>Baseline Condition 1998 Adoption</th>
<th>Current Condition 1999</th>
<th>Policy Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Broward County shall continue to implement strategies to facilitate local traffic to use alternatives to the Florida Intrastate Highway System (FIHS) as a means of protecting its interregional and intrastate functions</td>
<td>→ 70% peak-hour LOSS&lt;br&gt;→ Work with the Broward County Planning Council and affected municipalities to identify a FDOT public transportation corridor and to amend the Broward County Land Use Plan as appropriate.&lt;br&gt;→ Investigate the potential of programming public transit route headways and span of service, and the provision of information kiosks along County roads that are parallel to FIHS roads.&lt;br&gt;→ Enhance regular route service to Tri-Rail stations.&lt;br&gt;→ Expand transit service alternatives jointly developed by the County and affected municipalities in areas which otherwise would not qualify under set standards.&lt;br&gt;→ Provide public education through marketing strategies about public transit desirability and availability.&lt;br&gt;→ Promote transit oriented design along County roads that are parallel to FIHS roads.</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>YES</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>YES</td>
</tr>
<tr>
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<tr>
<td>Objective</td>
<td>Policy (Measurable Target)</td>
<td>Baseline Condition-1998 Adoption</td>
<td>Current Condition-1999</td>
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<td>-----------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------</td>
<td>---------------------------------</td>
<td>------------------------</td>
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<tr>
<td>Broward County Mass Transit Division shall improve the efficiency of public transit services by increasing operating revenue from 29.87 percent in 1997 to 35 percent by 2002 per operating expense.</td>
<td>➔Annual review of public transit routes or route segments for cost effectiveness.</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>YES</td>
</tr>
<tr>
<td></td>
<td>➔Coordinate new transit routes and changes with established development and land use plans to serve existing and future generators.</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>YES</td>
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<tr>
<td></td>
<td>➔Annual evaluation of bus routes or route segments which provide large numbers of work trips for an increase in service frequency during base hours.</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>YES</td>
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<tr>
<td></td>
<td>➔Provide passenger amenities at transfer locations which generate no less than 25 passenger activities per day.</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>YES</td>
</tr>
<tr>
<td></td>
<td>➔Ensure full utilization of advertising potential on buses, benches, and shelters in order to generate system revenues and reduce costs associated with providing fixed amenities.</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>YES</td>
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<tr>
<td></td>
<td>➔Provide mechanisms for private participation in the funding of mass transit.</td>
<td>Ongoing</td>
<td>Ongoing</td>
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<td>➔Monitor the effectiveness of the Congestion Management System and the permit monitoring system.</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>YES</td>
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<tr>
<td></td>
<td>➔Future trafficways be conveyed to the public by dedication or grant of easement which is necessary for the ultimate construction of roadways, intersections, turn lanes, bicycle facilities, sidewalks, bus pullout bays, bus shelters, or roadway drainage facilities.</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>YES</td>
</tr>
<tr>
<td>Broward County shall continue to identify transit corridors in future rights-of-way.</td>
<td></td>
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## TABLE 12
ROUTE RIDERSHIP AND PERFORMANCE MEASURES
Broward County Transit System
FY 1998

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<th>Route</th>
<th>Passengers</th>
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<td>9,583,967</td>
<td>696,379</td>
<td>2.52</td>
<td>34.73</td>
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Source: Broward County Mass Transit Division, 1999.
Performance Indicators and Transit Propensity

A transit propensity analysis was prepared for the transit needs study and current needs assessment for the FY 2000 - FY 2004 TOP to understand existing transit demand. This analysis was used to identify areas that may be candidates for service adjustment. The analysis is based on 1990 U.S. Census data at the census tract level and 1990 Florida Standard Urban Transportation Modeling Structure (FSUTMS) data for the Transportation Analysis Zone (TAZ) level. The data was plotted in a GIS information base. The data used are: population density, density of employment, density of persons over age 64, density of households below poverty level, population and employment density, and density of households without a vehicle (See Appendix E). These factors are related to the propensity of the Census Tract population to be, or to become, transit riders.

The transit potential variables are depicted in the map: very high, high and medium, and low. This information is presented with the transit service area in MAP 9. The results of this portion of the needs study concluded that, relative to existing demand, the current structure (fixed-route and community bus service) of the transit system provides excellent coverage. It was also recognized that increased levels of service may be warranted in some areas.
From 2005-2009 plan

Figure 5-1
Transit Propensity

Legend
- BCT Route
- High Transit Propensity
- Medium Transit Propensity
- Low Transit Propensity
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Transit system Goals:

One of the most important steps in transit planning and management is to develop a good set of goals and associated indicators. These can be used to direct all elements of the transit system and to provide a common basis for management and the board to proceed. The following are from Fort Meyer (Lee County) Florida. The performance indicators associated with the goals are also given.

Example of Transit Goals

*LEE COUNTY TRANSIT DEVELOPMENT PLAN, 1995-1999*

**Table 30**

**Proposed LeeTran Goals**

<table>
<thead>
<tr>
<th>Goal 1</th>
<th>Ensure Availability of Transit Service to Lee County Residents and Visitors</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Provide transit service that meets demand and needs.</td>
</tr>
<tr>
<td></td>
<td>• Identify the appropriate service area for LeeTran.</td>
</tr>
<tr>
<td></td>
<td>• Increase span of service, as appropriate.</td>
</tr>
<tr>
<td></td>
<td>• Increase frequency of service on busiest routes.</td>
</tr>
<tr>
<td></td>
<td>• Comply with all requirements of the Americans with Disabilities Act (ADA).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 2</th>
<th>Provide Quality Passenger Amenities to Enhance Bus Service and Attract Discretionary Riders</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Provide bus shelters and/or benches at highly used bus stops and transfer locations.</td>
</tr>
<tr>
<td></td>
<td>• Coordinate with local governments for the construction of accessible sidewalks in proximity to bus stops.</td>
</tr>
<tr>
<td></td>
<td>• Develop a multimodal transfer center in the downtown area coordinated with other transportation modes.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 3</th>
<th>Intensify Marketing Efforts and Increase Visibility of LeeTran</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Increase the availability of information regarding routes and schedules.</td>
</tr>
<tr>
<td></td>
<td>• Include information kiosks at bus shelter locations.</td>
</tr>
<tr>
<td></td>
<td>• Institute a community outreach/education program for residents and visitors.</td>
</tr>
<tr>
<td></td>
<td>• Develop and implement a marketing program geared towards downtown workers.</td>
</tr>
<tr>
<td></td>
<td>• Provide the system transit map in the Yellow Pages directory.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 4</th>
<th>Promote System Efficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Monitor overall system performance through trend and peer analyses. Develop and apply measures to monitor individual route performance. Coordinate with local transportation agencies for the early inclusion of transit amenities in the planning process.</td>
</tr>
<tr>
<td></td>
<td>• Integrate transit needs into the land use planning and development process.</td>
</tr>
<tr>
<td></td>
<td>• Coordinate transit service with other transportation providers.</td>
</tr>
</tbody>
</table>

| Goal 5 | Investigate Innovative Approaches to the Provision of Efficient Transit Service |
- Explore the use of smaller vehicles.
- Consider the possibility of route deviation in appropriate areas.
- Investigate the implementation of a Guaranteed Ride Home Program. Coordinate with the local transportation planning agencies for inclusion of dedicated bus lanes in transportation projects.
- Investigate private funding/operating opportunities.

<table>
<thead>
<tr>
<th>Goal 6</th>
<th>Secure Adequate Funding for the Transit System</th>
</tr>
</thead>
</table>
| - Secure a long-term, dedicated funding source for the transit system.  
- Seek FDOT Service Development funds to implement innovative service techniques on a trial basis.  
- Leverage local matching funds to the maximum extent possible. |
## Table 31
### Selected Performance Review Indicators and Measures

**Fixed-Route Transit Services**

<table>
<thead>
<tr>
<th>Performance Indicators</th>
<th>Effectiveness Measures</th>
<th>Efficiency Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Area Population</td>
<td><strong>Service Supply</strong></td>
<td>Cost Efficiency</td>
</tr>
<tr>
<td>Service Area Size (square miles)</td>
<td>Vehicle Miles Per Capita</td>
<td>Operating Exp. Per Capita</td>
</tr>
<tr>
<td>Passenger Trips</td>
<td><strong>Service Consumption</strong></td>
<td>Operating Exp. Per Passenger Trip</td>
</tr>
<tr>
<td>Revenue Miles</td>
<td>Passenger Trips Per Revenue Mile</td>
<td>Operating Exp. Per Revenue Mile</td>
</tr>
<tr>
<td>Total Operating Expense</td>
<td><strong>Quality of Service</strong></td>
<td><strong>Operating Ratios</strong></td>
</tr>
<tr>
<td>Total Operating Expense (1984 $)</td>
<td>Average Age of Fleet (in years)</td>
<td>Farebox Recovery</td>
</tr>
<tr>
<td>Total Maintenance Expense</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Maintenance Expense (1984 $)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Revenue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Employees</td>
<td><strong>Labor Productivity</strong></td>
<td></td>
</tr>
<tr>
<td>Vehicles Available in Max. Service</td>
<td></td>
<td>Revenue Hours Per Employee</td>
</tr>
<tr>
<td>Vehicles Operated in Max. Service</td>
<td></td>
<td>Passenger Trips Per Employee</td>
</tr>
<tr>
<td></td>
<td><strong>Fare</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Average Fare</td>
<td></td>
</tr>
</tbody>
</table>
### Table 47
Performance Measures Applied to LeeTran Goals

<table>
<thead>
<tr>
<th>Goals</th>
<th>Applicable Performance Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal 1</strong> &lt;br&gt;Ensure Availability of Transit Service to Lee County Residents and Visitors</td>
<td>Service Supply  &lt;br&gt;Vehicle Miles Per Capita  &lt;br&gt;Fare  &lt;br&gt;Full Cash Fare  &lt;br&gt;Average Fare</td>
</tr>
<tr>
<td><strong>Goal 2</strong> &lt;br&gt;Provide Quality Passenger Amenities to Enhance Bus Service and Attract Discretionary Riders</td>
<td>Quality of Service  &lt;br&gt;Average Age of Fleet</td>
</tr>
<tr>
<td><strong>Goal 3</strong> &lt;br&gt;Intensify Marketing Efforts and Increase Visibility of LeeTran</td>
<td>No applicable performance measures in Section 15 database. Specific actions are addressed in the recommendations as system enhancements.</td>
</tr>
<tr>
<td><strong>Goal 4</strong> &lt;br&gt;Promote System Efficiency</td>
<td>Service Consumption  &lt;br&gt;Passenger Trips Per Capita  &lt;br&gt;Passenger Trips Per Revenue Mile  &lt;br&gt;Cost Efficiency  &lt;br&gt;Operating Expense Per Capita  &lt;br&gt;Operating Expense Per Passenger Trip  &lt;br&gt;Operating Expense Per Revenue Mile  &lt;br&gt;Operating Ratios  &lt;br&gt;Farebox Recovery  &lt;br&gt;Labor Productivity  &lt;br&gt;Revenue Hours Per Employee  &lt;br&gt;Passenger Trips Per Employee</td>
</tr>
<tr>
<td><strong>Goal 5</strong> &lt;br&gt;Investigate Innovative Approaches to the Provision of Efficient Transit Service</td>
<td>No applicable performance measures in Section 15 database.</td>
</tr>
<tr>
<td><strong>Goal 6</strong> &lt;br&gt;Secure Adequate Funding for the Transit System</td>
<td>No applicable performance measures in Section 15 database. Specific actions are addressed in the recommendations as system enhancements.</td>
</tr>
</tbody>
</table>
### Table 48
**Status of Goal 1: Ensure Availability of Transit Service to Lee County Residents and Visitors**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Service Supply</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vehicle Miles Per Capita</td>
<td>39%</td>
<td>5%</td>
<td>-35%</td>
</tr>
<tr>
<td><strong>Fare</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average Fare</td>
<td>-11%</td>
<td>-12%</td>
<td>-17%</td>
</tr>
</tbody>
</table>

### Table 49
**Status of Goal 2: Provide Quality Passenger Amenities to Enhance Bus Service and Attract Discretionary Riders**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Quality of Service</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average Age of Fleet</td>
<td>9%</td>
<td>16%</td>
<td>-16%</td>
</tr>
</tbody>
</table>

### Table 50
**Status of Goal 4: Promote System Efficiency**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Service Consumption</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passenger Trips per Capita</td>
<td>35%</td>
<td>14%</td>
<td>-62%</td>
</tr>
<tr>
<td>Passenger Trips per Revenue Mile</td>
<td>-2%</td>
<td>10%</td>
<td>-32%</td>
</tr>
<tr>
<td><strong>Cost Efficiency</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Expense Per Capita</td>
<td>19%</td>
<td>-5%</td>
<td>-56%</td>
</tr>
<tr>
<td>Operating Expense per Passenger Trip</td>
<td>-12%</td>
<td>-17%</td>
<td>-18%</td>
</tr>
<tr>
<td>Operating Expense Per Revenue Mile</td>
<td>-13%</td>
<td>-8%</td>
<td>-27%</td>
</tr>
<tr>
<td><strong>Operating Ratios</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Farebox Recovery</td>
<td>1%</td>
<td>6%</td>
<td>-18%</td>
</tr>
<tr>
<td><strong>Labor Productivity</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue Hours Per Employee</td>
<td>-14%</td>
<td>-9%</td>
<td>17%</td>
</tr>
<tr>
<td>Passenger Trips Per Employee</td>
<td>32%</td>
<td>14%</td>
<td>-6%</td>
</tr>
</tbody>
</table>
SMALL TRANSIT AGENCY
SAMPLE TRANSPORTATION SYSTEM GOALS AND OBJECTIVES\(^2\)
(applicable to quantitative performance evaluation)

Financial

- Recover at least 40 percent of public service operating expense from farebox revenue.
- Recover at least 60 percent of all system operating costs from farebox, contract service revenues and advertising fees.
- Maintain local tax base financial support at a maximum of 20 percent of the system's total operating expense.
- Contain system operating expense to a maximum increase of 10 percent per year.
- Increase the ratio of passenger revenue to total operating expense by at least 3 percent per year.
- Keep changes in the passenger fare system equivalent to increases in the area’s consumer price index.
- Administrative expenses for the system should not exceed 20 percent of the system's total operating expenses.
- The operating cost per vehicle mile and per vehicle hour should not exceed the average cost for other similar-size systems in Pennsylvania.
- Total subsidy per passenger should not increase by more than 8 percent per year.

Ridership

- The total number of passengers carried each year should exceed the number for the previous year even if the size of the system does not increase. If system cutbacks occur, ridership for retained service segments should still increase each year.
- A minimum of 30 percent and a maximum of 60 percent of the total annual passengers should be persons 60 years or older.
- At least 50 percent of all passengers should be fare-paying passengers.

The entire system should maintain a minimum of five (5.0) passengers per vehicle hour.

- Expand special routes for non-peak service to major shopping locations.
- All fixed route services should maintain a minimum of one (1.0) passenger per vehicle mile.
- Maintain headways at a schedule that will minimize recurring overloads.

**Service Quality**

- At least 90 percent of all stops should be on time (0 minutes early to 5 minutes late).
- There should be no more than three complaints per individual driver per year.
- All bus stops should have clearly marked bus stop signs and no-parking signs.
- There should be a minimum of 8,000 miles between road calls per individual vehicle.
- Match all routes with vehicles of adequate size, design and accessibility features, depending upon route demand and characteristics.
- All buses in daily service should be thoroughly cleaned at least once a week on the exterior and daily on the interior.

**Level of Service**

- Urban area fixed route service should maintain an average speed of between 12 and 15 miles per hour (ratio of revenue miles to revenue hours).
- Rural area demand responsive service should maintain an average speed of at least 25 miles per hour and intra-urban area demand responsive service an average of 15 miles per hour (ratio of revenue miles to revenue hours).
- The system's vehicle hours per year should not be increased by more than 10 percent over the amount for the previous year.

**Safety**

- The entire system should have no more than one avoidable revenue vehicle accident per two years.
- The entire system should have no more than two non-vehicle accidents per year.
- The system should average no less than 18,000 vehicle miles per revenue vehicle accident for 12 months.
Public Relations and Support

- Attempt to change the perceived importance of the automobile as the major transportation mode.
- Stimulate interest, acceptance and understanding of public transportation by taking a progressive and interactive role in the community.
- Inform the public of the environmental and economic benefits of public transportation.
- Periodically present system goals, plans and accomplishments to local elected officials.
- Increase political support for the system by increasing management's and board members' involvement with political and governmental groups.
- Assist local businesses in developing and providing for public transportation access to shopping and employment centers.
- Design and implement a rider information system (on and off routes) and a targeted promotion plan.
- Maintain constant surveillance of existing and potential route structures for optimum social, financial and operating benefits.

Passenger Amenities

- Improve bus stop shelters and benches.
- Install passenger information displays at key locations.

Personnel

- Build a positive community, service and organization spirit and attitude.
- Ensure continuous communications among operations, supervisory, management and administrative personnel.
- Implement driver and management training policies and programs.
- Ensure that all personnel present an attractive appearance and a professional and courteous attitude to the general public.
- The number of annual sick days per employee should not exceed the average for the past three years.
Management

- Provide regular financial and operating performance statistics and reviews to the governing board.

- Maintain a dedicated and competent staff that presents a positive image and attitude to the general public.

- Increase the level of public support for the system.

- Maintain and update system policies and development plan.

- Secure the system’s position as the lead and central coordinating entity for all transportation needs in the service area.

- The ratio of administrative staff to total staff should not exceed 20 percent.