



AGENDA
REGIONAL TRANSIT ADVISORY COMMITTEE

Thursday, January 18, 2018
2:00 p.m. – 3:30 p.m.
San Luis Obispo Council of Governments
1114 Marsh Street
San Luis Obispo, CA 93401

Individuals wishing accessibility accommodations at this meeting under the Americans with Disabilities Act (ADA) may request such accommodations to aid hearing, visual, or mobility impairment (including Limited English Proficiency) by contacting the RTA offices at 781-4833. Please note that 48 hours advance notice will be necessary to honor your request.

- 1. CALL MEETING TO ORDER, ROLL CALL**
- 2. PUBLIC COMMENTS:** This portion of the agenda is set aside for any members of the public to directly address the Regional Transit Advisory Committee on any items not on the agenda and within the jurisdiction of the Committee. Comments are limited to three minutes per speaker. The Committee will listen to all communication, but in compliance with the Brown Act, will not take any action on items that are not on the agenda.
- 3. ELECTION OF OFFICERS: Elect RTAC Chair & Vice Chair**
- 4. Annual ADA Appeal Committee Assignment**
- 5. A. INFORMATION AGENDA ITEMS:**
 - A-1 Executive Director's Report (Verbal)
 - A-2 Member Comments / Reports from Jurisdictions (Verbal)
 - A-3 Review FY17-18 Budget Assumptions & Discuss FY18-19 Budget Calendar (Receive)
 - A-4 Survey Results (Receive)
 - A-5 Draft Strategic Business Plan (Receive)
 - A-6 Possible Impacts of SCT Consolidation into the RTA (Receive)

B. ACTION AGENDA ITEMS:

None

C. CONSENT AGENDA ITEMS:

The following item is considered routine and non-controversial by staff and will be approved by one motion if no member of the RTAC or public wishes the item be removed. If discussion is desired by anyone, the item will be removed from the consent agenda and will be considered separately. Questions of clarification may be made by RTAC members, without the removal of the item from the Consent Agenda. Staff recommendations for each item are noted following the item.

C-1 RTAC Minutes of October 19, 2017 (Approve)

D. ADJOURNMENT

Next Meeting: April 17, 2018 10 a.m. – please note date and time!

REGIONAL TRANSIT ADVISORY COMMITTEE
January 18, 2018
STAFF REPORT

AGENDA ITEM: A-3

TOPIC: Review FY17-18 Budget Assumptions
& Discuss FY18-19 Budget Calendar

ACTION: Receive

PRESENTED BY: Geoff Straw

STAFF RECOMMENDATION: Receive

Proposed Budget Calendar for FY18-19

February 14/21 Detailed budget assumptions and revenue forecast to Executive Committee.

March 7 Obtain Board concurrence on proposed draft budget assumptions.

March 31 Based on feedback from Executive Committee draft FY19 Budget Draft complete.

April 11 Draft FY19 Budget presentation to Executive Committee

April 17 Formal FY19 Budget presentation to RTAC

May 2 Final Board Budget presentation; Board adoption of FY19 Budget

SAN LUIS OBISPO REGIONAL TRANSIT AUTHORITY
March 1, 2017
STAFF REPORT

AGENDA ITEM: B-1

TOPIC: Fiscal Year 2017-18 Budget Assumptions

ACTION: Approve Budget Assumptions

PRESENTED BY: Tania Arnold, Deputy Director/CFO

STAFF RECOMMENDATION: Approve Budget Assumptions to Enable Staff to Begin Development of FY17-18 & FY18-19 Operating and Capital Budgets

BACKGROUND/DISCUSSION:

The following report outlines staff's recommended budget assumptions for RTA's Fiscal Year 17-18 Operating and Capital Budget, and it is the first step in the development of our operating budget and operating program. It should be noted that RTA is again developing a two-year operating budget and five-year capital budget. As in past years, only the first year would be financially-constrained, while the out-years should be considered advisory. Upon the Board's guidance and approval of these assumptions, staff will prepare a detailed report along with preliminary budget numbers for presentation to the Executive Committee at their April 12th meeting prior to the final draft budget presentation to the Board in May.

KEY ISSUES

1. STA funds used for capital projects are projected to be down approximately 20%
2. LTF used for operating purposes is projected to be flat
3. Liability costs continue to escalate, despite RTA's good safety record
4. We continue to focus on Runabout costs, which have escalated in the past 5 years
5. Fuel costs continue to remain low; this also results in declining ridership & fares
6. A fare program increase should be considered to help cover increasing costs

Mission Statement

The Mission of RTA is to provide safe, reliable and efficient transportation services that improve and enhance the quality of life for the citizens of and visitors to San Luis Obispo County.

Objectives and Revenue Impacts

1. Maintain service levels and hours of service that meet the standards of productivity and demand of our customers and communities through the effective and efficient delivery of RTA Fixed Route and Runabout core services.
 - SLOCOG is working on State Transit Assistance (STA) funding projections for FY17-18. Preliminary indications note that STA is down by 20%, which would reduce STA used for capital to \$410,000 in FY17-18. The original FY16-17 budget assumed \$487,000 in STA capital funds.
 - Staff is recommending a review of the fare program to address inflation since the last fare program change (cash fares increased in 2011 and the multi-ride pass prices increased in 2013). Any recommended changes would be implemented in January 2018. Fare revenue is projected to be \$1,300,000 (farebox and advertising revenue) at existing fare levels. The contribution from Cuesta College is estimated to increase slightly to \$104,000 for services to the main campus and North County campus.
 - The FY16-17 budget adopted in May 2016 included \$3,764,950 LTF operating revenues. At that same meeting, the advisory FY17-18 LTF amount was \$5,190,030. Staff is still developing estimated annual FY16-17 expenses, which impacts the carryover amount that could reasonably be identified for the FY17-18 budget.
 - Federal Transit Administration (FTA) Section 5307, 5311 and 5339 operating funding for FY17-18, and capital funding for FY17-18 and FY18-19 will be presented as previously presented in May 2016, taking into account preliminary projected revenues identified in the Fixing America's Surface Transportation (FAST) Act. Should the actual annual authorizations for federal transportation programs increase or decrease for any of these programs, staff would adjust these assumptions accordingly.
 - FTA Section 5307 operating funding from the Santa Maria Urbanized Area for Route 10 will be budgeted based on previous commitments with Santa Barbara County Association of Governments and the City of Santa Maria. Staff is confident in continued Santa Maria UZA funding for Route 10 operations.
 - Detailed miles/hours and span of service for each RTA core fixed route and Runabout will be provided with the draft budget. For context, detailed budgets based on miles/hours and span of service will also be provided separately for SLO County Services and North County Local Services.
2. Work with the SLOCOG in evaluating region-wide service efficiencies.
 - Transit agencies across the country have experienced ridership declines due to the relatively low price of fuel.

- Review the tasks and financial impacts included in the South County Transit contract for administrative, financial, marketing, maintenance and dispatch services, and evaluate efficiencies with RTA.
 - Staff will continue to explore new revenue resources at the Federal, State, and local levels.
 - RTA will work with SLOCOG staff and other transit providers to evaluate efficiencies in the provision of service throughout the county.
 - Staff will use the 2015-17 RTA Strategic Business Plan as well as the 2016 Short Range Transit Plan to evaluate potential efficiencies, and with Board concurrence, implement efficiencies.
3. Evaluate options and provide analysis on the 5-year capital improvement program and methods to fund these needs.
 4. Address duplicative and/or low producing Fixed Route runs due to decreasing ridership.
 - Additional express trips on the Routes 9 and 10 began in September 2015. Service levels, the total number of revenue service hours, miles and span of service for RTA Fixed Route services will be budgeted at annualized levels assumed in FY16-17 with revenue and cost information for duplicative and/or low producing Fixed Route runs provided for potential service reduction options. If any additional service adjustments becomes necessary, staff would seek a budget amendment to address those service demands during the fiscal year.
 - Reduce service levels around holidays to a Sunday schedule (instead of a Saturday schedule) based on usage and productivity standards.
 5. Address projected changes in demand for Runabout service.
 - As of February 1, 2017, nine (9) regular Runabout riders, who have their rides funded by Tri-Counties Regional Center, transferred from Runabout to Ride-On with no additional cost to any of the agencies involved. At this time the cost savings to Runabout is too early to estimate but staff will monitor and include in the final budget presentation.
 - Other than the change with Tri-Counties Regional Center Riders, Runabout service hours and miles are projected to remain flat based on recent demand trends. This reflects a change from prior years, with the first six months of FY16-17 mileage down 11% and hours down 19% from FY13-14. In FY13-14, the burgeoning demand would have required significant Runabout service level

increases but, with a variety of measures implemented at the Board's direction, demand has remained relatively flat since FY14-15.

- To ensure that only those persons truly eligible for Runabout service are initially registered or re-registered, staff will continue to conduct functional assessments as part of the Runabout application process. This process was added in early 2016. Staff will also provide mobility training for disabled persons who are able to use Fixed Route services for some or all of their travel needs.
 - Staff does not foresee needing to move forward with using supplemental taxicab services, but should future service expansions be required staff will revisit this option.
6. Implement RTA's strategy to develop a long-term administrative, operations and maintenance facility.

Expenses Impacts

1. Fuel consumption and price will be budgeted conservatively; diesel fuel will be budgeted at \$3.50 per gallon. Included in the fuel line item will be diesel exhaust fluid (DEF), used to lower diesel exhaust emissions on the newer Fixed Route vehicles.
2. Insurance Expenses:
 - CalTIP liability insurance premiums are projected to increase by up to 28%. The exact amount is not known at this time as CalTIP actuaries are still working on May 1, 2017 through April 30, 2018 rates. Estimates should be received from CalTIP in time to include in the RTA April 2017 draft budget. Although the number of RTA losses based on mileage has been lower than the pool average, the pool has experienced significant negative claims development and is working to ensure the stability of the pool and ensure equity between all members.
 - CalTIP vehicle physical damage will increase by approximately 5% due to the added asset value of new vehicles in the fleet.
 - As of July 1, 2017 CalTIP will no longer provide employment practices liability insurance coverage as part of the premiums paid for general liability coverage. RTA is working on joining the Employment Risk Management Authority (ERMA) to obtain coverage. The annual premium is estimated at \$22,000 with a \$50,000 self-insured retention.
 - Workers compensation premiums through the CSAC Excess Insurance Authority are projected to increase 20%, with the realization that workers compensation for transit services is especially challenging statewide as loss development trends for the state are not favorable. Staff will obtain a more

refined estimate in early March. We continue to work with our employee committee that has evaluated workplace safety and has initiated a proactive program to address the number of claims and severity of the claims. It should be noted that this FY17-18 increase is lower than we originally projected in May 2016.

- Property insurance will increase minimally.
- For budget-making purposes, staff is assuming an 8% annual increase for healthcare costs for each of the next two fiscal years.

3. Staffing Expenses:

- The current Collective Bargaining Agreement (CBA) expires January 31, 2018 and the FY17-18 will include significant assumptions regarding the potential fiscal impacts of a new CBA. The effects of the recent changes to the California minimum wage program – including the fact that the new \$10.50/hour minimum exceeds the current Training Wage identified in the CBA – will likely result in longer-term upward pressure on Bus Operator, Mechanic and Utility wages in the region.
- For FY17-18 core RTA services, the number of budgeted positions will remain the same as FY16-17.
- For FY17-18, the overall number of budgeted positions for the North County and SLO County services will remain the same. It should be noted that the marginal costs and revenues the services will be treated in the budget the same way as prior years: as separate and distinct columns.
- An annual inflationary adjustment based on the December 2015 to December 2016 Consumer Price Index (CPI) for non-union employees of 2% will be implemented. Employees within the salary range for their position will be eligible for a step merit increase subject to performance assessments.

Proposed Budget Calendar

February 8	Detailed budget assumptions and revenue forecast to Executive Committee
March 1	Obtain Board concurrence on proposed draft budget assumptions
March 1	Provide mid-year FY16-17 Budget data to Board (no additional budget amendments are being requested)
March 31	Based on feedback from Executive Committee draft FY17-18 Budget Draft complete.

- April 12 Draft FY17-18 Budget presentation to Executive Committee
- April 19 Formal FY17-18 Budget presentation to RTAC
- May 3 Final Board Budget presentation; Board adoption of FY17-18 Budget

Staff Recommendation

Approve the budget assumptions and budget calendar so that a detailed work plan and budget may be developed.

REGIONAL TRANSIT ADVISORY COMMITTEE
January 18, 2018
STAFF REPORT

AGENDA ITEM: A-4

TOPIC: Customer Perception Survey Report

PRESENTED BY: Geoff Straw, Executive Director

STAFF RECOMMENDATION: Accept as Information

BACKGROUND/DISCUSSION:

RTA has wrapped up its second internally-managed comprehensive RTA Customer Perception Survey, which was conducted in the month of October. This effort included:

1. A Rider Survey for RTA, Paso Express, and South County Transit customers. This report will only include responses for the RTA and Paso Express; the results for SoCo Transit riders will be reported to the SoCo Transit Board on January 17th.
2. A Rider Survey for Runabout passengers.
3. An employee survey, which includes responses from both the RTA and SoCo Transit workforces, since some employees work at both agencies.

Staff used the findings from this survey effort, as well as the results from a similar on-bus survey conducted as part of the 2016 Short Range Transit Plan, to assist us in updating the RTA 2015-17 Strategic Business Plan that will be considered under Agenda Item A-5.

This is the second in-house survey that RTA has completed, although the number of fixed-route rider responses for this survey effort (951) was far greater than that achieved in our first rider survey completed in 2013 (302). The primary purposes of the 2017 RTA Customer Perception survey effort are as follows:

1. To collect relevant information (such as travel patterns) that can then be compared to survey results from previous perception surveys,
2. To address the qualitative objectives in the RTA 2015-17 Strategic Business Plan, and
3. To address possible changes to benchmarks that are used for measurable performance standards in RTA's Strategic Business Plan update.

Staff has posted a comprehensive Survey Results report on our website under the “About / Agency Reports” section. That comprehensive Survey Results report includes the three survey instruments (Spanish versions available upon request), as well as tabular summaries of all responses. Finally, the comprehensive report includes a listing of all the write-in responses to qualitative questions.

A number of conclusions can be drawn from the results, and the following summary of key findings are provided below:

RTA and Paso Express Fixed-Route Rider Survey

1. Consistent Results in 2013 and 2017:

- a) Roughly three-fourths of riders use RTA and Paso Express fixed-route services for round-trips.
- b) Almost two-thirds of respondents have been riding for greater than one year.
- c) The splits among the number of days respondents use our services has remained essentially unchanged since 2013, with more than one-third using our services daily.

2. Major Differences between the 2013 and 2017 Results

- a) The proportion of male riders is declining – 58.6% in 2013 vs. 54.1% in 2017. We hope that the camera systems implemented on the buses and focus on lighting at bus stops is improving riders’ sense of personal security, which might be attracting more female riders.
- b) The proportion of our youngest (age 17 and younger, at 13.9% in 2017 vs. 8.7% in 2013) and our oldest (age 65 and older, at 7.8% in 2017 vs. 7.4% in 2013) customers is increasing the fastest. Conversely, the proportion of those aged 18 to 64 is declining – especially those aged 18 to 25 (34.6% in 2013 vs. 31.1% in 2017).
- c) While the proportion of those respondents who stated that they would drive themselves in the absence of our services remained consistent, the proportion who stated they would not make the trip increased from 26.5% in 2013 to 31.9% in 2017. More interesting is that the proportion who would ask a friend/family member to provide the trip increased from 22.4% in 2013 to 38.1% in 2017. This suggests that the improving economy might have resulted in more residents in the County having access to a private automobile but not personally for those persons who use our transit services.

- d) How 2017 respondents get to and from bus stops has changed since 2013: a greater proportion walk – a roughly two-thirds in 2017 vs. less than 60% in 2013. This suggests that it is important for us to work with our jurisdiction public works department partners to ensure good pedestrian access is provided adjacent to bus stops throughout the region. Another interesting finding is that fewer respondents use bicycles (13% in 2013 vs. 8% in 2017) to get to and from bus stops.
- e) A greater proportion of riders now either use a Day Pass (12.2% in 2017 vs. 8.0% in 2013) or Cash (44.6%, up from 42.3% in 2013), while the proportion using a 31-Day Pass has declined from 44.0% in 2013 to 41.2% in 2017. The increasing use of on-bus transactions can lead to declining on-time performance, so it is imperative that the convenience of pass sales outlets – including Ticket Vending Machines at major passenger facilities – be well supported and possibly expanded.

Runabout Rider Survey – based on past experience, it is often difficult to obtain surveys from ADA paratransit riders. Some Runabout riders are unable to complete a survey due to the extent of his or his disability; we were only able to obtain 25 completed surveys despite the Bus Operators offering each rider the opportunity to fill-out a survey during this latest effort. On a typical weekday, Runabout serves between 60 and 70 persons. Because relatively few surveys were collected, staff did not compare the results below with the 2013 results. Below are some important takeaways from the 2017 surveys:

1. A large majority of Runabout riders were traveling roundtrip (84%), which is greater than that reported by fixed-route riders (75%).
2. More than half (59%) of riders reported that they would not make the trip in the absence of Runabout. This ties into the roundtrip answer above, since most Runabout riders have no other travel option. Only three (14%) respondents indicated they would use a taxicab or Uber.
3. The top three Runabout trip purposes are Medical (29%), Work (25%) and Other (25%). In contrast to the fixed-route results above, no School trips were reported on Runabout (the second-highest on fixed-route), and very few Personal Business, Recreation/Social or Shopping trips were reported.
4. The vast majority (80%) of trip fares were paid using a Punch Pass. Punch passes are sold on the buses and through social service agencies. None are currently sold through the mail, nor is a credit card option offered on the bus.
5. Almost three-quarters of riders have been riding Runabout for more than one year. This is greater than on fixed-route (only 66%).

6. Relatively few riders use Runabout daily (13%), which is in stark contrast to fixed-route (37%). This is intuitive since relatively few riders use Runabout for work or school purposes in comparison to fixed-route riders.
7. All of Runabout respondents are age 26 or older, with the majority over 65 years (64%) and the same proportion female (64%). The age-Runabout link is intuitive, since with age often comes reduced mobility that might require service like Runabout.
8. Most Runabout riders use a mobility assistance device (68%), with use of a wheelchair most prevalent (47%), followed by a walker (35%) and a scooter (18%).
9. Runabout riders ranked the service differently than fixed-route riders, especially in regards to cleanliness, safety and convenience of pass purchases. It is important to note that riders rated the cost to ride Runabout lowest, despite the fact that Runabout is by far the most expensive public transportation service to operate in the County. This suggests that it might be important to again share with Runabout registrants the actual costs of operating the service through an information campaign.
10. When Runabout riders rated the importance of service attributes, the cost to ride was ranked the lowest, which is at odds with the ratings presented above. Conversely, the daily span of service was the ranked most important, followed by on-time performance.
11. Only 13% of Runabout riders use any fixed-route services, and not one respondent who currently does not ride asked to be trained in how to ride fixed-route fare-free.
12. Most Runabout riders who have used the 2012 and newer Runabout minivans expressed positive reactions, although two respondents stated it is difficult to maneuver a wheelchair/scooter in the relatively smaller space.

Employee Survey Results – the employee survey results represent the combined RTA and SoCo Transit workforces. The proportion of survey respondents among the various position titles is representative of this combined workforce.

1. A total of 31% of employees use our services as a passenger, typically less than once a month and likely for commuting or recreational purposes. This does not include the requirement that each administrative employee ride the buses at least once a quarter so that we stay attuned to issues facing our employees and riders. It should be noted that the Union contracts for both agencies include the ability for family members to also use RTA and SoCo Transit fixed-route services, so some of the responses could take into account the experience of employees' family members.

2. We are pleased that courtesy and safety continues to rank as the highest focal areas of the employees. However, appearance issues (bus cleanliness, bus stop appearance and bus exterior appearance) rank the lowest and is in stark contrast to riders' overall perceptions. It should be noted that we experienced staff shortages in the Utility department in September and October, so that recent experience may have affected the relatively low scores submitted by employees.
3. The top two reasons employees use bus services (Low Cost and No Car Available) are also the top two for riders, albeit in reverse order. The remaining reasons are otherwise starkly different between the employees' and riders' responses.
4. The fact that the rankings order of the Most Important Attributes are the exact same between our riders and our employees' understanding of the needs of our riders attests to the close relationship we have fostered with our riders.

As mentioned above, the comprehensive Survey Results report on our website includes a listing of all qualitative responses provided for each survey type. Common themes include requests for more frequent service, later evening service, and expanded service on weekends. Other requests include Wi-Fi on the buses, better links with SoCo Transit and SLO Transit routes, better service at Cuesta College, and ways to address behavior issues at bus stops and on the buses. Riders also provided mostly flattering comments about our Bus Operators, as well as (in rare cases) not-so-flattering comments about our employees or services.

The RTA department heads will cull through all the comments to address any issues that require additional attention and/or that can provide us with new ideas to explore. Staff will also cross-tabulate some of the data to best determine how particular issues can be best addressed for operations, marketing, maintenance or other purposes. For example, Phil Moores in Operations can cross-tab low on-time performance rating by route to see if riders on one route are more sensitive to delays than those on other routes. Mary in Marketing can work with our partners at SLO Transit to cross-tab which RTA fixed-routes have strong transferring with SLO Transit routes to see if departure times should be considered for realignment. And Phil and Mary can cross-tab a number of data points to determine how to address the many suggestions received on improving Cuesta College service.

Staff Recommendation

Accept the draft revised Customer Perception Survey Report as an information item.

REGIONAL TRANSIT ADVISORY COMMITTEE
January 18, 2018
STAFF REPORT

AGENDA ITEM: A-5

TOPIC: Draft - Revised Strategic Business Plan

PRESENTED BY: Geoff Straw

STAFF RECOMMENDATION: Receive

BACKGROUND/DISCUSSION:

The Board adopted the RTA 2015-2017 Strategic Business Plan in July 2014. This guiding document was developed following adoption of the 2010 Short Range Transit Plan (SRTP), building upon the goals and objectives developed in the SRTP. For measurement purposes, the SRTP sets the base of what the RTA believes it can achieve and the Strategic Business Plan sets the goal of what RTA strives to achieve. To ensure that the Strategic Business Plan remains a living document, staff reviewed the recent SRTP (adopted July 2016) and the TDA Triennial Performance Audit, and incorporated changes into the draft document provided today to help us remain focused.

The attached draft Strategic Business Plan is being presented for comment, with the hope that it can be considered for adoption at the March 2018 meeting. I encourage each Board member to share the draft with your respective jurisdiction and provide comments to me so that we can assure the RTA is in alignment with adopted goals throughout the county. If approved by the Board in March 2018, staff will use the goals and objectives to move the organization forward, and results will be provided at RTA Board Meetings.

Staff recommendation: Receive the Draft 2018-2020 Strategic Business Plan and provide feedback for Board consideration for adoption in March 2018.

SAN LUIS OBISPO REGIONAL TRANSIT AUTHORITY

2018-2020 STRATEGIC BUSINESS PLAN

Executive Summary

This RTA 2018-20 Strategic Business Plan is an update to the previous Plans adopted by the RTA Board of Directors in October 2008, October 2011 and July 2014. This updated three-year Plan incorporates both new and revised standards. It is anticipated that this Plan will be reviewed and revised again (as necessary) in mid-2020 to reflect changing conditions.

Background

In October 2008, the RTA Board, RTA staff, SLOCOG staff and members of the public met in a daylong workshop to craft the elements of the first RTA Strategic Business Plan. The enduring major components of the Plan are the RTA Vision Statement, Mission Statement, Vision Elements, and Strategic Direction. Staff uses the measurable Standard of Excellence in the Plan to help guide the organization toward meeting long-term goals and objectives. The goals and objectives are premised on the following components:

Vision Statement

The RTA of the future is an integral part of the “SLO lifestyle.” From the vineyards in North County, to the secluded beach towns on the North Coast, to the multi-faceted communities in the South County, residents and visitors will use public transportation rather than relying solely on their cars.

Mission Statement

The Mission of RTA is to provide safe, reliable and efficient transportation services that improve and enhance the quality of life for the citizens of and visitors to San Luis Obispo County.

Vision Elements

- Continue successful partnerships with cities and the county, other public agencies, businesses and schools.
- Provide excellent, reliable, sustainable and seamless service that is effective in getting residents and visitors where they want to travel.
- Secure reliable funding.
- Sustain and continue to improve the Intelligent Transportation Systems (ITS) program to improve service quality and provide efficiencies.
- Develop a well-executed image-building campaign with a single face for public transportation.

Strategic Direction

- Stabilize and grow funding.
- Continue to improve service quality: On-time performance, scheduling and routing, customer amenities on our vehicles and at our bus stops, and operating procedures.
- Consolidate and streamline operations to improve efficiency and effectiveness of public transportation throughout the county.
- Include public transportation as part of the lifestyle evolution needed to confront climate change.
- Reduce Vehicle Miles Traveled in private automobiles.
- Embrace technological improvements that will positively impact efficiency and quality of service.

Long-Term Goals

1. Provide market-driven services that meet the needs of the communities that we serve but that will also attract and retain discretionary riders.
2. Provide transportation services that are safe, reliable, economical and accessible in an efficient manner with innovative management practices and technological advancements.
3. Lead and participate in the analysis of the integration of the various transit systems throughout the county to ensure that customers are provided seamless transit alternatives and services that attract discretionary riders from every community that RTA serves.
4. Promote the value of RTA and public transportation to the quality of life in San Luis Obispo County, the environmental rewards of utilizing public transportation and the reduction of vehicle miles traveled.

Objectives to Meet Long-Term Goals

- 1.1 Link population centers and major traffic generators with destinations in the region.
- 1.2 Coordinate service with all public transportation operators and services.
- 2.1 Provide safe public transportation.
- 2.2 Provide reliable public transportation.
- 2.3 Provide effective public transportation.

2.4 Provide efficient public transportation.

2.5 Provide comfortable public transportation.

3.1 Achieve a high level of customer satisfaction.

3.3 Provide service that is supported by market demand.

3.3 Manage service in a cost-effective manner.

3.4 Deploy technology effectively and efficiently.

4.1 Provide accountability and transparency.

4.2 Increase use and support of public transportation in San Luis Obispo County.

4.3 Implement an annual marketing plan.

4.4 Use public funding efficiently in meeting public transportation needs of communities that RTA serves.

4.5 Educate community and business leaders and the public on the value of RTA services.

Business Conditions and Opportunities

Similar to the experience of most other public transit agencies across the nation, the RTA and its partner agencies have experienced ridership declines since our peak in FY14-15. Some of this decline can be attributed to an improving economy that allows some riders to occasionally or even entirely replace transit usage with private automobile travel. Other factors include relatively low fuel prices over the past few years, as well as “disruptive” and high-technology alternatives such as Uber and Lyft that offer travelers real-time – albeit more costly – personalized transportation. Current RTA fixed-route ridership now equals that of FY11-12, while Runabout ridership has thankfully settled to more financially feasible levels after several years of unprecedented annual growth.

California Transportation Develop Act (TDA) revenues have largely recovered after the steep declines encountered during the Great Recession, which has resulted in increased net revenues for jurisdictions for transit and non-transit uses. Once the newly enacted Senate Bill 1 (SB1) funds begin to flow, it will essentially replace the capital funds formerly provided under Proposition 1B. However, the SB1 funds could conceivably be eliminated through an initiative that could go before California voters in November 2018. If SB1 funds are eliminated, the RTA and other transit programs in the county would need to rely more heavily on TDA funds, which would reduce the funds left over for use by jurisdictions to pay for roadway repairs. SB1 also provided an uptick in Cap and Trade funds, so that funding increase is also in jeopardy.

Discretionary Federal Transit Administration (FTA) capital funds that have previously been used to replace buses and construct needed facilities have dried up, and there is not a replacement funding source being seriously discussed at the national level. In short, the RTA’s ability to rely upon large infusions of discretionary capital funds in the future is uncertain at best. This might result in the RTA needing to finance such large-ticket items as a long-term operations/maintenance facility and/or the replacement of buses.

Business Direction for 2018 and Beyond

- Focus on cost effectiveness and living with our resources, and by undertaking efforts to secure sustainable operating and capital revenues.
- Seek and implement innovative opportunities to improve service for our customers within current resources.
- Be a leader among transit systems in developing and implementing environmentally friendly transit service and sustainable business practices.
- Work with South County Transit and the County to develop a Joint Short Range Transit Plan that covers both local fixed-route services in the Five Cities Area and demand response services in Nipomo.
- Begin the engineering and design phase for a long-term operations/maintenance facility. Secure grant funding and other financing to construct the facility prior to the end of our lease for our current facility (February 2022).
- Plan and prepare for the future growth of the system and respond to technological, social and other pressures to remain a competitive and highly valued transportation alternative.

Focused 2018-20 Strategic Business Plan Goals and Objectives

Goal 1: Increase Ridership – Increase ridership through improved system design by attracting discretionary customers and improving sub-regional transit alternatives.

Objectives

1. Implement sub-regional service alternatives recommendations from the 2016 RTA Short Range Transit Plan, the SLOCOG Regional Transportation Plan and other technical studies completed in each sub-region in the County.
2. Continue to analyze data to improve service efficiencies and effectiveness.
3. Complete a biannual Community Perception Survey to address current and potential customer needs.
4. Improve customer communications and information about RTA services.
5. Continue to explore alternative transit modes using emerging technologies to address underperforming and rural needs.

6. Achieve RTA Key Performance Indicators (KPIs) to improve existing service (On Time Performance, Customer Comments, Service Interruptions, Vehicle Collision Rate, etc.).
7. Evaluate route scheduling to maximize the convenience of transfers between the various transit systems in the region. In addition, consider consistent region-wide designation of routes and equivalent fares by service type.

Goal 2: Key Performance Indicators – Expand the development and use of our KPIs to enhance system performance, employee performance, and improve service quality to our customers.

Objectives

1. Meet or exceed KPIs that include the following Standards Categories: Service Quality and Efficiency, Resources and Revenue, Safety, Human Resources, Fleet and Facilities, Leadership.
2. With policy guidance from the RTA Board, the Executive Director with input from throughout the organization shall focus resources as necessary to meet the standards as detailed in this document. These efforts will be communicated to everyone in the organization who will have a lead role in achieving each standard, and these efforts will be reported as part of the bi-monthly updates to the RTA Board of Directors.

Goal 3: Innovation – Implement innovative opportunities to improve our service for our customers and potential customers.

Objectives

1. Continue to look for ways to enhance decision-making processes using RTA’s Intelligent Transportation System (ITS) Program in conjunction with other jurisdictions.
2. Identify and secure funding to sustain and expand the ITS Program.
3. Ensure that persons with disabilities have adequate mobility.

Focused 2018-20 Strategic Business Plan Standards of Excellence

Standards of Excellence Section 1: Service Quality and Efficiency – We will deliver dependable, customer focused and efficient transit services to the communities that we serve. Further, we will look for opportunities to deploy innovative new service within budgetary constraints.

Standard 1: The Productivity (passengers per vehicle service hour) standards are presented below for regularly-scheduled / year-round services:

- A. Regional intercity fixed-route (RTA Routes 9, 10, 12 & 14) services shall be 22 or greater.
- B. Local fixed-route (Paso Express Routes A & B, and SoCo Transit Routes 21, 24, 27 & 28) shall be 17 or greater.
- C. Runabout and other demand response services will be 2.0 or greater.
- D. Route deviation services (such as RTA Route 15) will be 8.0 or greater.

Any recommended changes to seasonal or lifeline services (i.e., Shandon Dial-A-Ride) will include target productivity standards that must be met in order to qualify for continued funding.

Measurement: Objective.

- Reviewed monthly by Operations, and reported by Executive Director at each Board meeting.

Standard 2: The Service Delivery rate for all regularly-scheduled / year-round services shall be 99% or greater.

Measurement: Objective.

- Reviewed quarterly by Operations, and reported by Executive Director bi-annually to the Board.

Standard 3: The following On-Time Performance standards shall apply to regularly-scheduled / year-round services:

- A. Regional intercity fixed-route and Express runs shall be 85% or greater.
- B. Local fixed-route shall be 90% or greater.
- C. Route deviation services shall be 70% or greater.

Measurement: Objective.

- Reviewed quarterly by Operations, and reported by Executive Director bi-annually to the Board.

Standard 4: The On-Time Performance for Runabout and other demand response services shall be 95% or greater.

Measurement: Objective.

- Reviewed quarterly by Operations, and reported by Executive Director bi-annually to the Board.

Standard 5: The RTA will make consistent efforts to explore new service and service delivery options as well as work with regional efficiencies in the delivery of transportation to the jurisdictions

Measurement: Subjective.

- Reported by the Executive Director and Division Heads annually.

Standard 6: The RTA will measure Overcrowding as the frequency of instances that the number of passengers on a bus exceeds the number of seats (i.e., 34 passengers on a 34-seat bus equates to a Load Factor of 1.00), as well as the duration of exceedances. The Overcrowding standards are as follows:

- A. The standard for regular fixed-route services is no more than 10% of the monthly total number of bus trips that exceed a Load Factor of 1.25 for greater than 20 minutes.
- B. The standard for Express services is no more than 10% of the monthly total number of bus trips exceeds a Load Factor of 1.00 for greater than 20 minutes.

If the Load Factor standards are exceeded, staff will assign a larger vehicle (if possible); otherwise, the Board will direct staff to evaluate adding scheduled bus trips to spread out the passenger loads.

Measurement: Objective.

- Reviewed quarterly by Operations, and reported by the Executive Director biannually to the Board.

Standards of Excellence Section 2: Revenue and Resources – While providing excellent service to our customers and communities, we will do so within the financial resources available to us. The financial health of the organization will not be compromised, and we will work to deliver good value for the taxpayers’ investment in the RTA.

Standard 1: The annual operating budget will be based upon projected revenue and the total operating cost will not exceed the budget adopted by the Board.

Measurement: Objective.

- Tracked monthly in financial statements and reported bimonthly to the RTA Board.

Standard 2: The Farebox Recovery Ratio for all regularly scheduled / year-round services shall be 20% greater than the minimum standard required by SLOCOG to meet TDA requirements.

Measurement: Objective.

- Tracked monthly and reported bimonthly to the RTA Board.

Standard 3: No significant annual fiscal and compliance audit findings.

Measurement: Objective.

- Finance and Administration will report any negative audit findings to the RTA Board.

Standard 4: Ensure that all capital procurements provide good value to our customers and our employees.

Measurement: Subjective.

- Evaluated through the Marketing Department’s biannual Community Perception Survey, feedback from communities and review of the annual 5-year capital program by the RTA Board.

Standards of Excellence Section 3: Safety – We recognize the tremendous importance of safety in the operation of RTA service to our customers and communities. Therefore, the safety of our customers and employees will be an organizational priority and we will be proactive in promoting system safety.

Standard 1: Rate of preventable vehicle collisions will not exceed 1.0 per 100,000 miles.

Measurement: Objective.

- Rate shall be tracked by the Safety and Training Manager, and reported annually to the RTA Board.

Standard 2: Address all safety hazards identified by the Safety Resource Committee.

Measurement: Objective.

- List shall be compiled with action items and timelines by the Safety and Training Manager.

Standard 3: Preventable workers compensation lost-time claims will not exceed 6 annually, and preventable medical-only claims will not exceed 5 annually.

Measurement: Objective.

- All work comp claims shall be duly investigated and reported by Finance and Administration.

Standard 4: Customer and community perception of system safety will be at least 90%.

Measurement: Objective.

- As measured in biannual Community Perception Survey.

Standard 5: Total risk management costs shall not exceed industry norms. Staff will undertake alternating market surveys every four years for vehicle liability / physical damage coverage and for workers compensation coverage.

Measurement: Objective.

- Tracked monthly by Finance and Administration and reported bimonthly to the RTA Board.

Standards of Excellence Section 4: Human Resources – Our employees are the foundation of the organization. We will support our employees in achieving excellence through training and development, teamwork, and continuous efforts at effective communication while treating each with integrity and dignity

Standard 1: Recruit, promote and retain highly qualified employees to achieve our service standards.

Measurement: Subjective.

- Annual assessment by Executive Director and Department Heads.

Standard 2: Provide continuous development of skills and capabilities through ongoing training and development programs that foster personal and professional growth. Department Heads develop training plans as part of annual budget-making process, according the following minimum standards:

- A. Maintenance: 30 Hours per technician annually.
- B. Operations Supervisors: 24 Hours annually.
- C. Bus Operators: 8 Hours Annually.
- D. Finance and Administration: 16 Hours per employee annually.

Measurement: Objective.

- Department Heads evaluated annually for achievement of training objectives.

Standard 3: Enable our employees to achieve excellence in serving our customers by building teamwork and understanding effective communication within the organization.

Measurement: Subjective.

- Employees provided opportunity to provide feedback on organizational communication as part of the Executive Director's annual evaluation.

Standard 4: Employees will be evaluated annually in a fair and equitable way to judge performance and be provided a developmental plan for the next fiscal year.

Measurement: Objective.

- Employee merit evaluations will be provided to each employee annually with the evaluation grading measurement of attainment of department objectives developed during the budget process and achievement of RTA's Standards and RTA's KPIs.

Standards of Excellence Section 5: Fleet and Facility – We will operate and maintain a modern and clean fleet and facilities that will be pleasing to our customers and a source of pride for our employees and our communities.

Standard 1: If funding permits, the RTA will match SLO Transit's standard of replacing revenue vehicles when they reach the FTA-defined useful life minimums in terms of service years or miles. If funding remains constrained, negotiate with SLO Transit to ensure neither agency's buses surpass 40% beyond the FTA standards.

Measurement: Objective.

- As tracked by Finance and Administration as part of grant-making efforts.

Standard 2: Road calls will not exceed 5 per 100,000 vehicle service miles. A road call is defined as all mechanical or other vehicle-related failures that affect the completion of a scheduled revenue trip or the start of the next scheduled revenue trip, including failures during deadheading and layover.

Measurement: Objective.

- As tracked and reported by the Maintenance Department, and reported biannually to the RTA Board.

Standard 3: Maintain a clean, attractive fleet. Maintain our facilities so that they are safe and appealing to customers and employees.

Measurement: Subjective.

- As measured by employee and customer feedback.

Standard 4: Achieve an 80% favorable rating of bus stop appearance by customers and the communities that we serve.

Measurement: Objective.

- As measured in the biannual Community Perception Survey.

Standard 5: Achieve all federal- and state-mandated maintenance minimums, as well as vendor recommended maintenance schedules, for our fleet and facilities. The following standards apply:

- A. No negative CHP Annual Terminal Inspection, FTA Triennial Review or TDA Triennial Performance Audit findings.
- B. Preventative maintenance schedules for all equipment shall be done on a timely basis (3,000 mile intervals or as mandated by equipment OEM vendor).

Measurement: Objective.

- As tracked by the Maintenance Department, and reported annually to the RTA Board.

Standards of Excellence Section 6: Leadership – We will strive to be one of the nation’s leading small transit operators. We will work to maintain collaborative relationships within the industry, within our community, and with our stakeholders. and develop future leaders from within our organization.

Standard 1: Maintain cooperative relationships with federal, state and local funding agencies.

Measurement: Subjective.

- Will be reviewed by staff and RTA Board.

Standard 2: Develop partnerships with stakeholders, community leaders and decision makers, while keeping them well informed of the integral role of RTA and contributions to the communities that we serve.

Measurement: Subjective.

- To be evaluated and monitored by RTA Board.

Standard 3: Promote effective internal communications and promote the values of the organization.

Measure: Subjective.

- To be evaluated by Executive Director.

Standard 4: Provide effective leadership for public transportation within the County.

Measurement: Subjective.

- To be evaluated by Executive Director and RTA Board.

SAN LUIS OBISPO REGIONAL TRANSIT AUTHORITY

~~2015-2017~~2018-2020 STRATEGIC BUSINESS PLAN

Executive Summary

This ~~RTA 2015-2017~~2018-20 Strategic Business Plan ~~updates~~is an update to the previous Plans adopted by the RTA Board of Directors in October 2008, October 2011 and July 2014. This updated three-year Plan incorporates both new and revised standards, ~~which were analyzed by RTA staff members and members of the Regional Transportation Advisory Committee~~. It is anticipated that this Plan will be reviewed and revised again (as necessary) in mid-~~2017~~2020 to reflect changing conditions.

Background

In October 2008, the RTA Board, RTA staff, SLOCOG staff and members of the ~~general public~~public met in a ~~day-long~~daylong workshop to craft the elements of the first RTA Strategic Business Plan. ~~The result of this workshop was a draft outline that contained the major sections and components of the Plan. During the development of the FY09-10 Operating and Capital Program, staff developed the four key sections of the Plan and this was approved by the Board during the budget process.~~The enduring major components of the Plan are the RTA Vision Statement, Mission Statement, Vision Elements, Mission of the Organization, and Strategic Directiones in achieving the Mission. ~~The 2012-2014 Strategic Business Plan was subsequently adopted in October 2011, and it incorporated goals and objectives developed as part of the 2010 RTA Short Range Transit Plan.~~ Staff uses the measurable ~~standards~~Standard of Excellence in the ~~Strategic Business~~ Plan to help guide the organization toward meeting long-term goals and objectives. The goals and objectives are premised on the following components:

Vision Statement

The RTA of the future is an integral part of the "SLO lifestyle." From the vineyards in North County, to the secluded beach towns on the North Coast, to the multi-faceted communities in the South County, residents and visitors will use public transportation rather than relying solely on their cars.

Mission Statement

The Mission of RTA is to provide safe, reliable and efficient transportation services that improve and enhance the quality of life for the citizens of and visitors to San Luis Obispo County.

Vision Elements

- Continue successful partnerships with ~~jurisdictions, cities and the~~ county, other public agencies, businesses and schools.
- Provide excellent, reliable, sustainable and seamless service that is effective in getting residents and visitors where they want to travel.
- Secure reliable funding.

- ~~Implement an~~ Sustain and continue to improve the Intelligent Transportation Systems (ITS) program to improve service quality and provide efficiencies.
- Develop a well-executed image-building campaign with a single face for public transportation.

Strategic Direction

- Stabilize and grow funding.
- Continue to improve service quality: On-time performance, scheduling and routing, customer amenities on our vehicles and at our bus stops, and operating procedures.
- Consolidate and streamline operations to improve efficiency and effectiveness of public transportation throughout the county.
- Include public transportation as part of the lifestyle evolution needed to confront climate change.
- Reduce Vehicle Miles Traveled in private automobiles ~~Vehicle Miles Traveled~~.
- Embrace technological improvements that will positively impact efficiency and quality of service.

~~Overall~~ Long-Term Goals

1. Provide market-driven services ~~s~~ that meets the needs of the communities that we serve but that will also attract and retain discretionary riders.
2. Provide transportation services that are safe, reliable, economical and accessible in an efficient manner with innovative management practices and technological advancements.
3. Lead and participate in the analysis of the integration of the various transit ~~operations systems~~ throughout the county to ensure that customers are provided seamless transit alternatives and services that attract discretionary riders from every community that RTA serves.
4. Promote the value of RTA and public transportation to the quality of life in San Luis Obispo County, and the environmental rewards of utilizing public transportation and the reduction of vehicle miles traveled.

Overall Objectives to Meet Long-Term Goals

- 1.1 Link population centers and major traffic generators within with destinations in the region.
- 1.2 Coordinate service with all public transportation operators and services.
 - 2.1 Provide safe public transportation.
 - 2.2 Provide reliable public transportation.
 - 2.3 Provide effective public transportation.
 - 2.4 Provide efficient public transportation.
 - 2.5 Provide comfortable intercity-public transportation.
- 3.1 Achieve a highly rated high level of customer satisfaction.
- 3.3 Provide service that is supported by market demand.
- 3.3 Manage service in a cost-effective manner.
- 3.4 Deploy technology effectively and efficiently.
 - 4.1 Provide accountability and transparency.
 - 4.2 Increase use and support of public transportation in San Luis Obispo County.
 - 4.3 Implement an annual marketing plan.
 - 4.4 Use public funding efficiently in meeting public transportation needs of communities that RTA serviceserves.
 - 4.5 Educate community and business leaders and the public on the value of RTA services.

~~Current and Projected~~ Business Conditions and Opportunities

Similar to the experience of most other public transit agencies across the nation, the RTA and its partner agencies have experienced ridership declines since our peak in FY14-15. Some of this decline can be attributed to an improving economy that allows some riders to occasionally or even entirely replace transit usage with private automobile travel. Other factors include relatively low fuel prices over the past few years, as well as “disruptive” and high-technology alternatives such as Uber and Lyft that offer travelers real-time – albeit more costly – personalized transportation. Current RTA fixed-route ridership now equals that of FY11-12, while Runabout ridership has thankfully settled to more financially feasible levels after several years of unprecedented annual growth.

~~Current and projected economic conditions have and will continue to impact the RTA. Although we are proud that we were one of a very few public transit agencies in the state that did not reduce service levels or reduce our workforce or enact furloughs during the economic downturn that began in 2008, the economy did impact our operating and capital programs. The biggest impact over the past several years has been sacrificing our capital investment plan for the sake of sustaining current levels of service to our customers and communities.~~

~~We are still recovering from what most economists define as the worst economic recession since the Great Depression. The state and local unemployment rate surpassed 10% for a number of quarters and we are just now experiencing an improved job market. The housing market took a significant hit as did overall consumer spending, although both have recovered to almost pre-recession levels in 2014. TDA revenues are also recovering~~ California Transportation Develop Act (TDA) revenues have largely recovered after the steep declines encountered during the Great Recession, which has resulted in increased net revenues for jurisdictions for transit and non-transit uses. Once the newly enacted Senate Bill 1 (SB1) funds begin to flow, it will essentially replace the capital funds formerly provided under Proposition 1B. However, the SB1 funds could conceivably be eliminated through an initiative that could go before California voters in November 2018. If SB1 funds are eliminated, the RTA and other transit programs in the county would need to rely more heavily on TDA funds, which would reduce the funds left over for use by jurisdictions to pay for roadway repairs. SB1 also provided an uptick in Cap and Trade funds, so that funding increase is also in jeopardy. Prop 1B bond sales are also recently recovering so that long-planned capital projects can again be implemented. The State budget calls for Cap and Trade funds to be available for transit needs beginning in the next year, although the method for distribution has not yet been finalized.

~~However, on the Federal side, we are facing another expiring transportation authorization bill in September 2014. Furthermore, discretionary~~ Discretionary Federal Transit Administration (FTA) capital funds that have previously been used to replace buses and construct needed facilities and to fund operations of North Coast and South County services have dried up, and there is not a replacement funding source being seriously discussed at the national level. In short, the RTA's ability to rely upon large infusions of discretionary capital ~~and discretionary operating~~ funds in the future is uncertain at best. This might result in the RTA needing to finance such large-ticket items as a long-term operations/maintenance facility and/or the ~~consolidated downtown transit center~~ replacement of buses.

~~RTA continues to break ridership records, which has helped increase our Farebox Recovery Ratio (YTD over 30% through April 2014). Yet we still have many demands for new/expanded service and few new resources to fulfill these needs. Additionally we must continue our vigilance on containing costs as we still must contend with high fuel prices and increasing liability costs.~~

Overall Business Direction for FY152018 and Beyond

- Focus on cost effectiveness and living with our resources, and by undertaking efforts to **grow secure sustainable** operating and capital revenues.
- Seek and implement innovative opportunities to improve service for our customers within current resources.

- Be a leader among transit systems in developing and implementing environmentally friendly transit service and sustainable business practices.
- Work with ~~SLO Transit~~South County Transit and the County to develop a Joint Short Range Transit Plan that covers both local fixed-route services in the Five Cities Area and demand response services in Nipomo.
- Begin ~~environmental planning documentation to secure and begin development of the~~ engineering and design phase for a long-term operations/maintenance facility. Secure grant funding and other financing to construct the facility prior to the end of our lease for our current facility (February 2022).
- Plan and prepare for the future growth of the system and respond to technological, social and other pressures to remain a competitive and highly valued transportation alternative.

~~2015-17~~Focuses 2018-20 Strategic Business Plan Goals and Objectives

Goal 1: Increase Ridership –

Increase ridership through improved system design by attracting ~~choice-discretionary~~ customers and improving sub-regional transit alternatives.

Objectives

1. Implement sub-regional service alternatives recommendations from ~~South County and North County Transit Plans, the US101 Mobility Study, and the BRT Study~~ the 2016 RTA Short Range Transit Plan, the SLOCOG Regional Transportation Plan and other technical studies completed in each sub-region in the County.
2. Continue to analyze data ~~from the RTA Route Performance Standards~~ to evaluate-improve service efficiencies and effectiveness.
3. Complete a biannual ~~C~~community Perception Survey to address current and potential customer needs.
4. Improve customer communications and information about RTA services.
5. Continue to explore alternative transit modes using emerging technologies to address for underperforming and rural needs.
6. Achieve RTA Key Performance Indicators (KPIs) to improve existing service (On Time Performance, Customer Comments, Service Interruptions, Vehicle Collision Rate, etc.).
- ~~6.7.~~ Evaluate route scheduling to maximize the convenience of transfers between the various transit systems in the region. In addition, consider consistent region-wide designation of routes and equivalent fares by service type.

Goal 2: Key Performance Indicators –

Expand the development and use of our KPIs to enhance system performance, employee performance, and improve service quality to our customers.

Objectives

1. ~~New~~Meet or exceed KPIs ~~will that~~ include the following Standards Categories: Service Quality and Efficiency, Resources and Revenue, Safety, Human Resources, Fleet and Facilities, Leadership.
2. With policy guidance from the RTA Board, the Executive Director with input from throughout the organization shall focus resources as necessary to meet set the standards as detailed in this

document. These efforts will be communicated ~~will be provided~~ to everyone in the organization who will have a lead role in achieving each standard, and these efforts will be reported on quarterly ~~as part of the bi-monthly updates to the RTA Board of Directors.~~

Goal 3: Innovation –

Implement innovative opportunities to improve our service for our customers and potential customers.

Objectives

1. ~~Implement~~ Continue to look for ways to enhance decision-making processes using RTA's Intelligent Transportation System (ITS) Program in conjunction with other jurisdictions.
2. Identify and secure funding to sustain and expand the ITS Program.
~~Implement the recommendations of the Bus Rapid Transit (BRT) study.~~
3. Ensure that persons with disabilities have adequate mobility.

Focused 2018-20 Strategic Business Plan Standards of Excellence

Regional Transit Authority Standards of Excellence Section 1: Service Quality and Efficiency –

Summary: We will deliver dependable, customer focused and efficient transit services to the communities that we serve. Further, we will look for opportunities to deploy innovative new service within ~~the resources available~~ budgetary constraints.

Standard 1: The Productivity (passengers per vehicle service hour) standards are presented below for regularly-scheduled / year-round services:

- A. Regional intercity fixed-route (RTA Routes 9, 10, 12 & 14) services Fixed Route passengers per vehicle service hour will shall be 22 or greater.
- B. Local fixed-route (Paso Express Routes A & B, and SoCo Transit Routes 21, 24, 27 & 28) shall be 17 or greater.
- C. Runabout and other demand response services will be 2.0 or greater.
- D. Route deviation services (such as RTA Route 15) will be 8.0 or greater.

Any recommended changes to seasonal or lifeline services (i.e., Shandon Dial-A-Ride) will include target productivity standards that must be met in order to qualify for continued funding.

Measurement: Objective.

- Reviewed monthly by Operations, and reported by Executive Director at each Board meeting.

Standard 2: The Service ~~d~~Delivery rate for all regularly-scheduled / year-round services shall be 99% or greater.

Measurement: Objective.

- Reviewed quarterly by Operations, and reported by Executive Director bi-annually to the Board.

Standard 3: ~~System wide~~ The following On-Time Performance standards shall apply to regularly-scheduled / year-round services:

- A. Regional intercity fixed-route and Express runs shall be 85% or greater.
- B. Local fixed-route shall be 90% or greater.
- A.C. Route deviation services shall be 70% or greater. shall be 95% or greater.

Measurement: Objective.

- Reviewed quarterly by Operations, and reported by Executive Director bi-annually to the Board.

Standard 4: The On-Time Performance for Runabout and other demand response services On-Time Performance shall be 95% or greater.

Measurement: Objective.

- Reviewed quarterly by Operations, and reported by Executive Director bi-annually to the Board.

Standard 5: The RTA will make consistent efforts to explore new service and service delivery options as well as work with regional efficiencies in the delivery of transportation to the jurisdictions

Measurement: Subjective.

- Reported by the Executive Director and Division Heads annually.

Standard 6: The RTA will measure Overcrowding as the frequency of instances that the number of passengers on a bus exceeds the number of seats (i.e., 34 passengers on a 34-seat bus equates to a Load Factor of 1.00), as well as the duration of exceedances. The Overcrowding standards are as follows:

- A. The standard for regular fixed-route services is no more than 10% of the monthly total number of bus trips that exceed a Load Factor of 1.25 for greater than 20 minutes.
- B. The standard for Express services is no more than 10% of the monthly total number of bus trips exceeds a Load Factor of 1.00 for greater than 20 minutes.

If the Load Factor standards are exceeded, staff will assign a larger vehicle (if possible); otherwise, the Board will direct staff to evaluate adding scheduled bus trips to spread out the passenger loads. The number of bus trips with passenger standees will not exceed 10% of the daily bus trips on that route.

- Measurement: Objective.

- Reviewed quarterly by Operations, and reported by the Executive Director biannually to the Board.

Regional Transit Authority Standards of Excellence Section 2: Revenue and Resources –

We will live within our means. While providing excellent service to our customers and communities, we will do so within the financial resources available to us. The financial health of the organization will not be compromised, and we will work to deliver good value for the taxpayers' investment in the RTA.

Standard 1: The annual operating budget will be based upon projected revenue and the total operating cost will not exceed the budget adopted by the Board.

Measurement: Objective.

- Tracked monthly in financial statements and YTD budget expenses reported bimonthly to the RTA Board.

Standard 2: ~~Fixed Route Farebox Recovery Ratio~~ The Farebox Recovery Ratio for all regularly scheduled / year-round services shall be 20% greater than 25% the minimum standard required by SLOCOG to meet TDA requirements.

Measurement: Objective.

- ~~Based upon~~ Tracked monthly and reported bimonthly to the RTA Board ~~Route Productivity/Performance Report.~~

Standard 3: No significant annual fiscal and compliance ~~financial~~ audit findings.

Measurement: Objective.

- Finance and Administration will report any negative audit findings to the RTA Board.

Standard 4: Ensure that all capital procurements provide good value to our customers and our employees.

Measurement: Subjective.

- Evaluated through the Marketing Department's biannual Community Perception Survey, feedback from communities and review of the annual 5-year capital program by staff and the RTA Board.

Regional Transit Authority Standards of Excellence Section 3: Safety –

We recognize the tremendous importance of safety in the operation of RTA service to our customers and communities. Therefore, the safety of our customers and employees will be an organizational priority and we will be proactive in promoting system safety.

Standard 1: Rate of preventable vehicle collisions will not exceed 1.0 per 100,000 miles.

Measurement: Objective.

- Rate shall be reported-tracked by the Safety and Training Manager, and reported annually to the RTA Board.

Standard 2: Address all safety hazards identified by the Safety Resource Committee.

Measurement: Objective.

- List shall be compiled with action items and timelines by the Safety and Training Manager.

Standard 3: Preventable workers compensation lost-time claims will not exceed 6 annually, and preventable medical-only claims will not exceed 105 annually.

Measurement: Objective.

- All work comp claims shall be duly investigated and reported by Finance and Administration.

Standard 4: Customer and Community perception of system safety will be at least 90%.

Measurement: Objective.

- As measured by in biannual Community Perception Survey, ~~which shall be conducted at least every two years.~~

Standard 5: Total risk management costs shall not exceed 8.5% of total operating costs industry norms. Staff will undertake alternating market surveys every four years for vehicle liability / physical damage coverage and for workers compensation coverage.

Measurement: Objective.

- Reported-Tracked monthly by Finance and Administration ~~in financials and YTD budget reports~~ and reported bimonthly to the RTA Board.

Regional Transit Authority Standards of Excellence Section 4: Human Resources –

Our employees are the foundation of the organization. We will support our employees in achieving excellence through training and development, teamwork, and continuous efforts at effective communication while treating each with integrity and dignity

Standard 1: Recruit, promote and retain highly qualified employees to achieve our service standards.

Measurement: Subjective.

- Annual assessment by Executive Director and Department Heads.

Standard 2: Provide continuous development of ~~organizational~~ skills and capabilities through ongoing training and development programs that ~~result in~~ foster personal and professional growth. Department Heads develop training plans as part of annual budget-making process, according the following minimum standards:

- A. Maintenance: 30 Hours per technician annually.
- B. Operations Supervisors: 24 Hours annually.
- C. Bus Operators: 8 Hours Annually.
- D. Finance and Administration: 16 Hours per employee annually.

-Measurement: Objective.

- ~~• Departments have submitted training needs with budget process. Department Heads evaluated annually for achievement of training objectives.~~
- ~~• Maintenance: 30 Hours per technician annually.~~
- ~~• Operations Supervisors: 24 Hours annually.~~
- ~~• Bus Operators: 8 Hours Annually.~~
- ~~• Finance and Administration: 16 Hours per employee annually.~~

Standard 3: Enable our employees to achieve excellence in serving our customers by building teamwork and understanding effective communication within the organization.

Measurement: Subjective.

- Employees provided opportunity to provide feedback on organizational communication as part of the Executive Director's annual evaluation.

Standard 4: Employees will be evaluated annually in a fair and equitable way to judge performance and be provided a developmental plan for the next fiscal year.

Measurement: Objective.

- Employee merit evaluations will be provided to each employee annually with the evaluation grading measurement of attainment of department objectives developed during the budget process and achievement of RTA's Standards and RTA's KPIs.

Regional Transit Authority Standards of Excellence Section 5: Fleet and Facility –

We will operate and maintain a modern and clean fleet and facilities that will be pleasing to our customers and a source of pride for our employees and our communities.

Standard 1: If funding permits, the RTA will match SLO Transit’s standard of replacing revenue vehicles when they reach the FTA-defined useful life minimums in terms of service years or miles. If funding remains constrained, negotiate with SLO Transit to ensure neither agency’s buses surpass 40% beyond the FTA standards. Replace 100% of all revenue vehicles no more than 40% beyond the FTA defined useful life standard in terms of years or miles.

Measurement: Objective.

- As tracked reported by Finance and Administration as part of grant-making efforts.

Standard 2: Road calls will not exceed 5 per 100,000 ~~miles of~~ vehicle service miles. A road call is defined as all mechanical or other vehicle-related failures that affect the completion of a scheduled revenue trip or the start of the next scheduled revenue trip, including failures during deadheading and layover.

Measurement: Objective.

- As tracked and reported by the Maintenance Department, and reported biannually to the RTA Board.

Standard 3: Maintain a clean, attractive fleet. Maintain our facilities so that they are safe and appealing to customers and employees.

Measurement: Subjective.

- As measured by employee and customer feedback.

Standard 4: Achieve an 80% favorable rating of bus stop appearance by customers and the communities that we serve.

Measurement: Objective.

- As measured in the biannual Community ~~Evaluation-Perception Survey~~ conducted by Marketing.

Standard 5: Achieve all federal ~~and,~~ state-mandated maintenance ~~practices~~ minimums, as well as vendor recommended maintenance schedules, for our fleet and facilities. The following standards apply:

A. No negative CHP Annual Terminal Inspection, FTA Triennial Review or TDA Triennial Performance Audit findings.

B. Preventative maintenance schedules for all equipment shall be done on a timely basis (3,000 mile intervals or as mandated by equipment OEM vendor).

Measurement: Objective.

- As tracked by the Maintenance Department, and reported annually to the RTA Board.

- ~~• No negative FTA or TDA audit findings.~~
- ~~• Preventative maintenance schedules for all equipment shall be done on a timely basis (3,000 mile intervals or as mandated by equipment OEM vendor).~~

Regional Transit Authority Standards of Excellence Section 6: Leadership –

We will strive to be one of the nation’s leading small transit operators. We will work to maintain collaborative relationships within the industry, within our community, and with our stakeholders, and develop future leaders from within our organization.

Standard 1: Maintain cooperative relationships with federal, state and local funding agencies.

Measurement: Subjective.

- Will be reviewed by staff and RTA Board.

Standard 2: Develop partnerships with stakeholders, community leaders and decision makers, while keeping them well informed of the integral role of RTA and contributions to the communities that we serve.

Measurement: Subjective.

- To be evaluated and monitored by RTA Board.

Standard 3: Promote effective internal communications and promote the values of the organization.

Measure: Subjective.

- To be evaluated by Executive Director.

Standard 4: Provide effective leadership for public transportation within the County.

Measurement: Subjective.

- To be evaluated by Executive Director and RTA Board.

REGIONAL TRANSIT ADVISORY COMMITTEE
January 18, 2017
STAFF REPORT

AGENDA ITEM: A-6

TOPIC: Possible Impacts of SCT Consolidation into the RTA

PRESENTED BY: Geoff Straw, Executive Director

STAFF RECOMMENDATION: Discuss Possible Impacts of SCT Consolidation into the RTA

BACKGROUND/DISCUSSION:

At the January 17, 2018 South County Transit Board meeting, the Board considered next steps for SoCo Transit to consolidate into the RTA. Below is the staff report that was presented, followed by the draft revised RTA Joint Powers Agreement (JPA). Staff will be discussing the staff report that was presented and the impacts on RTA of the various items.

Summary

Staff presented the findings/recommendations of the most recent TDA-required Triennial Performance Audit to the Board at its October 18th meeting. The presentation included staff's recommended next steps, focusing on possible consolidation of SoCo Transit into the RTA. Staff estimates that consolidation would result in an annual net savings to the South County jurisdictions of approximately \$18,000, as well as avoid an additional \$70,000 annual TDA penalty. Together, these result in a preliminary annual net benefit of roughly \$88,000 to the South County jurisdictions.

Based on subsequent discussions with City and County senior staff, we are now recommending that SoCo Transit be abolished as a separate entity, and that all operations and assets be incorporated into the RTA.

Discussion

One new item that emerged during discussions with County Counsel staff regards the possibility of two separate joint powers agencies. Briefly, the possibility of SoCo Transit remaining as a separate entity would not result in the cost-savings that would be realized with one single operations-related workforce (Bus Operators, Utility Workers and Mechanics). As such, staff worked with Deputy Counsel Tim McNulty to develop a revised RTA Joint Powers Agreement (JPA) that would still foster local decision-making for transit services in the Five Cities Area, but would abolish the South County Transit

JPA. This draft document (attached at the back of this report) has been shared with the three City Managers and County public works staff for review and comment.

In our October 18th presentation, staff highlighted five challenges and opportunities that would require additional research. Recent findings on those five issues are provided below:

1. Impacts to the RTA's blended FRR – consolidation would increase RTA's blended farebox requirement from the current 17.34% level, and SoCo Transit's relatively poor FRR would lower the combined farebox revenues. Staff has formally requested a SLOCOG review of the blended farebox recovery ratio policies and procedures, which it intends to present at its April 2018 meeting.
2. Planned increases in costs will affect future FRR results – the RTA Board ratified its CBA with the Teamsters at its November 2017 meeting. As the California minimum wage increases over time, it will erode the RTA's FRR.
3. Increased health insurance costs – as long as the Affordable Care Act provisions remain for employees who work greater than 30 hours per week, these additional costs will be borne by the combined agencies under consolidation. However, the per person costs are lower at the RTA due to economies of scale. The net increase in costs to the South County jurisdictions would be approximately \$40,000 per year.
4. Reduced vehicle-related insurance costs – we have confirmed with our liability and physical damage carrier that under consolidation the region will save \$17,000 annually in reduced administrative fees, and the per-mile cost for SoCo Transit miles operated will initially decline (currently \$0.48/mile for SoCo Transit vs. \$0.36/mile for RTA using FY17-18 figures). Together, this equates to an initial cost-savings on the order of \$41,000 for the South County jurisdictions.
5. Increased workers compensation costs – we originally reported this as a cost-savings at the October 2017 Board meeting, but we have since learned that it is likely RTA's recent work comp experience will result in high overall costs to the South County jurisdictions under consolidation. We are still working with our carrier to determine the net impact

The other cost-saving elements presented in the October 2017 staff report remain, and are summarized below:

1. Fewer public meetings redirects resources – would allow between 60 and 90 annual hours of senior staff time to be used for other issues. No cost savings is assumed in this analysis.

2. Savings in payroll preparation and associated ADP fees – consolidation would not require separately coding SoCo Transit and RTA wages/benefits. No costs savings is assumed in this analysis.
3. Savings in audit and planning costs – one consolidated annual fiscal and compliance audit saves \$3,000 annually (not counting the additional staff time currently expended). One consolidated TDA Triennial Performance Audit saves \$20,000 every three years. One consolidated Short-Range Transit Plan saves approximately \$50,000 every five to seven years. Annualized, this equates to a cost-savings of approximately \$18,000 annually.
4. FRR penalty avoided – based on the adopted SoCo Transit FY17-18 budget, the South County jurisdictions would avoid approximately \$70,000 in FY18-19 (the year that a SLOCOG penalty would be assessed).

A “legacy” item that must be addressed is how risk management cases will be resolved. Our vehicle liability and workers compensation carriers (CalTIP and CSAC EIA, respectively) will require that the successor agency – the RTA – become responsible for any open or pending vehicle collision/incident or workers compensation incidents. In California, persons have up to one year from a purported incident to file a claim and this results in some uncertainty for future experience modification levels. On the flip side, SoCo Transit has investments in the CalTIP and CSAC liability pools that would be transferred to the RTA. For the purposes of this discussion, it is fortunate that both of our risk management policies provide first-dollar coverage (aka, “no deductible”), so no specific reserves need be established.

Recommended Steps to Pursue Consolidation

Staff recommends the following initial steps to actively pursue SoCo Transit consolidation into the RTA:

1. Schedule monthly SoCo Transit Board meetings so that important decisions can be made in a timely manner. If no pressing issues arise for that month, the meeting would be cancelled.
2. Conduct monthly meetings with Teamsters Local 986 officials and non-represented employees at both SoCo Transit and RTA to address concerns and develop proposals that could impact the workforce.
3. Develop a resolution for our two risk management providers explaining that all liabilities and assets of SoCo Transit – including those related to existing risk management policies – will be assumed by the RTA.
4. Schedule staff presentations on the proposed consolidation, as well as the draft amended RTA JPA document, to all seven City Councils and the Board of Supervisors in March and April 2018.

5. Once the revised RTA JPA is finalized and a resolution abolishing the SoCo Transit JPA is developed, they would be presented for adoption at each entity later in the year.
6. Finalize plans with our risk management partners to establish milestones and key decision-points for consolidation. The fiscal year for CalTIP begins on May 1 and for CSAC on July 1.
7. Finalize plans with our health insurance carriers to transition existing full-time SoCo Transit employees onto the RTA's plans, and add future part-time/health-benefited employees.
8. Work with the DMV, CHP, FTA, the SLO County Air District and other regulatory agencies to transition assets and related reporting requirements to the RTA.
9. Work with vendors and other organizations with whom SoCo Transit has contracted for goods and services.

SoCo Staff Recommendation: Actively pursue consolidation into the RTA.

RTAC Staff Recommendation:

Discuss possible impacts of SCT Consolidation into the RTA and provide feedback to staff.

SAN LUIS OBISPO REGIONAL TRANSIT AUTHORITY
JOINT POWERS AGREEMENT

WITNESSETH:

This Agreement is made and entered into this 9th day of March, 1990, and amended ~~on 2nd day of September, 1998, and further amended on~~ [redacted], 2012, by and among the incorporated cities of Arroyo Grande, Atascadero, El Paso de Robles, Grover Beach, Morro Bay, Pismo Beach and San Luis Obispo, all being municipal corporations in the County of San Luis Obispo, California (hereinafter called "Cities") and the County of San Luis Obispo, a body politic and corporate, and a subdivision of the State of California, (hereinafter called "County").

Commented [GS1]: April 16, 2013 is the date on the document submitted to Secretary of State, which was submitted on May 17, 2013, and officially filed by Secretary's office on June 24, 2013.

WHEREAS, Section 6500 et seq. of the California Government Code (Title 1, Div. 7, Chapter 5, Article 1) provides for agreements between two or more public agencies to jointly exercise any power common to the contracting parties, subject to certain mandatory provisions contained therein; and

WHEREAS, the Cities and County have previously entered into a joint powers agreement for the formation of the San Luis Obispo Council of Governments for the purpose of providing, among other things, for a regional transportation agency; and

WHEREAS, the San Luis Obispo Council of Governments, at a regularly held meeting on May 10, 1989, voted to consolidate the administration of several transportation systems through a regional transit joint powers agreement.

WHEREAS, the cities of Arroyo Grande, Grover Beach, Pismo Beach, and the County of San Luis Obispo were formerly members of the South County Area Transit Joint Powers Agency which began operating a public transit system within those jurisdictions in January, 1978, and which ceased to exist and transferred its assets to the San Luis Obispo Regional Transit Authority in return for amendments made to this Agreement effective _____ 2018.

NOW THEREFORE, it is agreed as follows:

ARTICLE I
General Provisions

Section 1. Purpose: The purpose of this Agreement is to exercise the common powers of the member agencies for the formation of a Joint Powers Agreement with full power and authority to own, operate and administer a county-wide public transportation system within the boundaries and over the territory over which the Joint Powers Agency has jurisdiction.

Section 2. Name: The official name of the entity shall be San Luis Obispo Regional Transit Authority and hereafter referred to as RTA.

ARTICLE II
Organization

Section 1. Board Members: The membership of the RTA Governing Board shall be the same as the membership of the San Luis Obispo Council of Governments (hereinafter referred to as SLOCOG).

Section 2. Board Meetings - Voting - Quorum: Regular meetings shall be generally held in the first week of July, September, November, January, March and May or as specified in a biannually adopted meeting calendar. Special meetings may be called by the President or upon written request of at least three (3) members of the RTA Board.

Voting and quorum provisions shall be the same as those provided in the SLOCOG Joint Powers Agreement, however, any vote regarding South County Transit local fixed route services, or other public transportation services operated solely within the Arroyo Grande-Pismo Beach urbanized area, including the budgeting and funding of such services, shall require at least three affirmative votes from Board members who also sit on the South County Transit Committee.

Section 3. Officers: The officers of SLOCOG shall serve as officers of RTA.

Section 4. Executive Director: The RTA Board shall designate an Executive Director to operate RTA. The Executive Director shall serve at the pleasure of the RTA Board, with delegated powers to certify documents of the RTA Board as required by the law and to assume such duties and responsibilities as the Board may direct.

Section 5. Members:

1. The County of San Luis Obispo and all cities incorporated in the County of San Luis Obispo presently or in the future, are declared eligible for membership.
2. Member city agencies may elect to have an alternate member(s) from their city council in addition to any official member, but said alternate(s) shall be able to vote only in the absence of the official representative.
3. Membership shall be contingent upon the execution of this Joint Powers Agreement.

Section 6. Boundaries and Service Levels: The service area boundaries shall be all of the area within the boundaries of San Luis Obispo County as designated by the RTA Board. Any additional services beyond the level recommended by the Regional Transportation Plan or mandated in the Unmet Transit Needs Hearing (PUC Section 99401.5) may be instituted, but shall require unanimous approval of affected

jurisdictions, with costs for the extra service to be distributed on the basis of formula developed by the RTA Board members representing the affected jurisdictions.

Section 7. Committees:

1. Committees and subcommittees may be established as RTA may deem appropriate.
2. Membership on "ad-Hoc" policy committees shall be at the discretion of the President. Nothing herein shall be construed to limit membership on these aforesaid committees to officials of the member agencies. The President may appoint any individual deemed qualified to serve on a committee.
3. Standing committees shall include the:
 - a. Regional Transit Advisory Committee (RTAC) serving as a Regional Transit Productivity Committee to advise the Board on the efficiency and effectiveness of the transit system.
 - b. ~~An~~ Executive Committee comprised of the President, Vice President and the past President and at least one representatives from the county of San Luis Obispo (if none of the above) shall advise the Executive Director and RTA on: draft agendas, personnel issues, budget and Overall Work Program; controversial, sensitive and major policy issues; and shall facilitate the annual performance evaluation of the Executive Director. Items for review shall be selected by the Executive Director in consultation with the President. All Committee members may include agenda items as they desire. For purposes of conducting business, two members shall constitute a quorum.
 - c. South County Transit Committee (SCTC) comprised of RTA Board members representing the four jurisdictions included in the Arroyo Grande – Pismo Beach Urbanized Area as defined in the 2010 Decennial Census. The SCTC member jurisdictions include the cities of Arroyo Grande, Grover Beach, Pismo Beach, and the County of San Luis Obispo, representing the Oceano Area and the Avila Beach Area. The SCTC's roles and responsibilities include:
 - i. The SCTC shall govern-effectively control South County Transit local fixed-route services and any other public transportation services operated solely within the Arroyo Grande – Pismo Beach Urbanized Area by virtue of the voting requirements for all South County Transit matters provided above in Section 2 of this Agreement.

- ii. At a minimum, the SCTC shall meet annually to consider annual service levels, fare levels, major marketing campaigns, capital improvement plans, and to ratify budgetary financial commitments for each jurisdiction participating in South County Transit services. At the request of two or more SCTC members, properly noticed special SCTC meetings might also be conducted.
- iii. For purposes of conducting business, three of the four SCTC members shall constitute a quorum.
- iv. The SCTC shall submit an annual South County Transit operating budget and multi-year capital improvement plan to the full RTA Board prior to <<<DATE>>> for consideration as part of the RTA Overall Annual Budget.
- v. Any additional services beyond the level recommended by the Regional Transportation Plan or mandated in the annual Unmet Transit Needs Hearing (PUC Section 99401.5) may be instituted in the SCTC service area, but shall require unanimous approval of affected jurisdictions, with costs for the extra service to be distributed on the basis of a formula developed by the SCTC members representing the affected jurisdictions.
- vi. Each SCTC member agency shall make an annual Transportation Development Act contribution based upon the percentage of total SCTC-served population related to the area served within that member agency. All population percentages utilized shall be those annually adopted by the San Luis Obispo Council of Governments for allocating Transportation Development Act funds based annually on estimates prepared by the State Department of Finance pursuant to Section 2227 of the Revenue and Taxation Code for cities and by the County Planning Department for unincorporated communities.
- i.vii. Any member of the SCTC may withdraw from the SCTC after providing written notice to the RTA Board President one year in advance of the requested withdrawal date. A withdrawing member's financial obligation under this subsection is limited to the withdrawing member's pro-rata share of the currently adopted SCTC operating budget within the service area of the obligated commitments affecting the withdrawing member and any

San Luis Obispo Council of Governments finding as to Unmet Transit Needs that are Reasonable to Meet pursuant to Public Utilities Code Section 99401.5. However, the obligations of a withdrawing member under this subsection are limited to the special transportation funds to which the withdrawing member would be entitled, such as Transportation Development Act funds, and this section shall not impose any obligation on the general funds of the withdrawing member.

4. No committee shall commit RTA on any matter or questions of policy. Such matters or questions can only be decided by RTA.
5. All committees shall receive clerical assistance from RTA staff and, by agreement, SLOCOG staff for the purpose of maintaining minutes of meetings and other such duties as the Executive Director may direct. The chair of each committee shall sign the original copy of the minutes indicating verification of contents upon committee adoption. Copies of minutes of all meetings shall be sent to members of RTA and the Executive Director.

ARTICLE III Financial Provisions

Section 1. Budget: The Executive Director shall prepare an Overall Annual Budget ~~annual budget~~ for RTA adoption prior to commencement of each fiscal year. The Overall Annual Budget will include financial details on core RTA services, as well as financial details for those various public transportation services provided under agreement to other agencies. Core RTA services include intercity fixed-routes along the US-101 and SR-1 corridors, and regional Americans with Disabilities Act complementary paratransit services. The approval of the Overall Annual Budget shall be in accordance with those procedures prescribed by the Joint Powers Agreement of SLOCOG.

The annual operating and capital budgets for non-core services provided under agreement to another agency requires ratification by its governing body prior to consideration of the Overall Annual Budget by the RTA Board. Adoption of the Overall Annual Budget requires a minimum three-fourths RTA Board majority, including affirmative votes from at least three of the four SCTC members.

Accounting practices to be applied will conform ~~with~~to those used by San Luis Obispo County, consistent with Transportation Development Act rules and regulations.

A Consolidated Fund balance and cash balance for RTA core services will carry forward from one year to the next. Separate Consolidated Fund balances and cash

balances will be maintained for public transportation services provided by RTA under agreement to other agencies.

The ~~budget-Overall Annual Budget~~ may additionally carry funds for future fiscal years where necessary to develop a multi-year Capital Improvement Program and to reflect obligations under state or federal funding agreements, to the extent allowable by California law.

No member Agency shall be required to expend any of its general fund monies to support the operations of RTA. The operation of the transit system shall be funded from revenues derived from operations, member Transportation Development Act fund contributions, grants, and any other appropriate revenue sources. Each member agency shall make an annual contribution to RTA in accordance with the adopted budget.

Any formula may be amended upon approval of all jurisdictions affected by that formula and ratified by RTA.

All population percentages utilized shall be those annually adopted by SLOCOG for allocating Transportation Development Act Funds based annually on estimates prepared by the State Department of Finance pursuant to Section 2227 of the Revenue and Taxation Code for cities and by the County Planning Department for unincorporated communities.

Section 2. Expenditures: RTA may establish procedures and policies to insure competitive prices for the purchases of goods and services. Formal bidding shall not be required unless directed specifically by RTA or unless required by state or federal law. Particularly in the purchase of equipment, including buses, RTA may consider the design, maintenance and operating costs, and other similar factors in determining the most suitable equipment and need not purchase equipment having the lowest initial cost.

Section 3. Treasurer and Auditor: Pursuant to Government Code Section 6505.5, the Treasurer of the County of San Luis Obispo is hereby designated as Treasurer of RTA. The Treasurer shall have the powers and duties set forth in Government Code Section 6505.5. The Auditor/Controller of the County of San Luis Obispo is designated as the Auditor of RTA pursuant to Government Code Section 6505.5.

Section 4. Annual Audit: RTA shall cause an annual audit to be prepared and filed in accordance with Government Code Section 6505 and Public Utilities Code Section 99245. This audit shall include RTA core services, as well as those service provided under agreement for other agencies.

Section 5. Annual Report: The Executive Director shall prepare and submit an annual report of the operations to the RTA Board, SLOCOG and State Controller within 90 days of the end of the fiscal year pursuant to Public Utilities Code, Section 99243.

Section 6. Periodic Reporting: The RTA Board may require periodic reporting of ridership, finances, or other information. This periodic reporting shall include RTA core services, as well as those service provided under agreement to other agencies. It shall be the responsibility of the Executive Director to provide such reports in a form acceptable to the RTA Board.

ARTICLE IV Authority

Section 1. Powers: RTA shall have all Powers necessary to carry out the purpose of this Agreement, except the power to tax. Its power to expend funds shall be limited only by the availability of funds as set forth in ARTICLE III: Finances, Section 1. The Powers of RTA specifically include, but are not limited to, the following:

1. To solicit bids and negotiate contracts from private enterprise for services and/or operation.
2. To sue or be sued.
3. To employ agents, employees and contract for professional services.
4. To make and enter contracts, including labor, purchase agreement and employment contracts.
5. To acquire, convey, construct, manage, maintain and operate necessary equipment, building and improvements.
6. To acquire and convey real and personal property.
7. To incur debts, liabilities and obligations, as well as obligations of financial assistance from State and Federal agencies, and to obligate RTA to operate the improvements, equipment or transportation system in accordance with the terms and conditions of said financial assistance.

8. To purchase necessary insurance.

~~7-9.~~ To develop policies and procedures necessary to remain in compliance with Federal Transit Administration Section 5307 Urbanized Area Formula Program and other federal grant program funding requirements.

Commented [GS2]: These two were copied over from the SCT JPA

Section 2. RTA is a Public Legal Entity: RTA is a public entity duly formed and existing under the laws of the State of California. It is a separate and distinct legal entity from its member agencies. The debts, duties and obligations created pursuant to this

Agreement, shall be solely the obligations of RTA and not those of its officers, employees, members of the Board of Directors or the member agencies.

ARTICLE V
Miscellaneous Provisions

Section 1. Withdrawal of Member: A withdrawing member's financial obligation under this Section is limited to the withdrawing member's pro-rata share of the currently adopted operating budget based upon ARTICLE III, Section 1 within the service area of the obligated commitments affecting the withdrawing member and any SLOCOG's finding as to unmet transit needs that are reasonable to meet pursuant to Public Utilities Code Section 99401.5.

Section 2. Amendment of Agreement: No amendment to this Agreement shall be made without the consent of all member agencies at the time of the amendment.

Section 3. Ratification - Effective Date: This Agreement shall be deemed effective as to those parties executing this agreement upon their execution of the agreement.

Section 4. Assignability: In the event it is deemed in the best public interest to have RTA operated by another individual or entity, whether public or private, and provided that the assignment complies with State and Federal laws, the agency on affirmative vote of the majority in accordance with Section 2 of ARTICLE II, may sell, lease or assign all of its real and personal property and cease operations upon such terms and conditions as RTA determines to be reasonable.

Section 5. Termination: This Agreement shall continue in full force and effect until rescinded by a majority of the member agencies.

Section 6. Notification to Secretary of State: Pursuant to Government Code Section 6503.5, RTA shall cause a notice of the execution of this Agreement to be prepared and filed with the Office of the Secretary of the State of California, within thirty (30) days after the effective date of any amendment to this Agreement. Until such filings are completed, RTA shall not incur indebtedness of any kind.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the day and year first hereinabove written.

IN WITNESS THEREOF, the parties have executed this Agreement as of the day and year first hereinabove written.

City of Arroyo Grande

By: _____

Date: _____

Resolution No. _____

Commented [GS3]:
From Article IV Miscellaneous Provisions, Section 4 Assignability of the SCT JPA:
In the event it is deemed in the best public interest to have the public transportation system operated by another individual or entity, whether public or private, and provided that the assignment complies with state and federal law, the Agency on affirmative vote of all of its members, may sell, lease or assign all of its real and personal property and may cease operations upon such terms and conditions as the Board determines to be reasonable.
Note the yellow-highlighted section; RTA's only requires a majority...

Clerk

City of Atascadero

By: _____

Clerk

Date: _____

Resolution No. _____

City of Grover Beach

By: _____

Clerk

Date: _____

Resolution No. _____

City of Morro Bay

By: _____

Clerk

Date: _____

Resolution No. _____

City of Paso Robles

By: _____

Clerk

Date: _____

Resolution No. _____

City of Pismo Beach

By: _____

Clerk

Date: _____

Resolution No. _____

City of San Luis Obispo

By: _____

Clerk

Date: _____

Resolution No. _____

County of San Luis Obispo

By: _____

Date: _____

Clerk

Resolution No. _____

Approved as to form and legal effect:
TIM MCNULTY
County Counsel

By: _____
Deputy County Counsel

Date: _____

SAN LUIS OBISPO REGIONAL TRANSIT AUTHORITY
REGIONAL TRANSIT ADVISORY COMMITTEE

October 19, 2017

DRAFT MINUTES

C-1

Members Present:

Michael Seden – Hansen (<i>Chair</i>)	City of Paso Robles
Eric Greening (<i>Vice Chair</i>)	Fixed Route Representative
Dawn Patterson	Atascadero Transit
Phil Moores	South County Transit (SCT)
Janeen Burlingame	Morro Bay Transit
Cheryl Andrus	Cal Poly (arrived 2:12 p.m.)
Todd Katz	Fixed Route Alternate Rep.
Mark Sanchez	Cuesta College (left 3:11 p.m.)
Mark Dariz	Runabout/DAR Representative

Members Absent:

Pam Duffield	County of San Luis Obispo
Gamaliel Anguiano	SLO Transit

Staff Present:

Shelby Walker	RTA
Tania Arnold	RTA
Mary Gardner	RTA

Guest:

Pete Rodgers	SLOCOG
Geoffrey Chiapella	SLOCOG

1. Call Meeting to Order, Roll Call:

Mr. Michael Seden-Hansen called the meeting to order at 2:05 p.m. Roll call was taken; a quorum was present.

2. Public Comments: None

3. A. Information Items

A-1 Executive Director's Report (Verbal):

Ms. Tania Arnold stated that the 3rd Annual Rodeo was held on October 15th and **Mr. Jose Flores** won first place. The teams were RTA, Paso, and SoCo Transit. There will be an Employee of the Quarter lunch at the RTA facility on October 31st at 11:30 a.m., we will be celebrating **Mr. Larry Bray** who will be retiring that day.

The 30-day CEQA review period for the RTA long-term facility is over. The project can now move on to design/engineering. The Paso County Corp Yard project bids came in lower than staff had expected. There will be one delay due to the recent hurricanes in the south and that will be that the modular building won't be ready until early Spring 2018. **Ms. Dawn Patterson** asked who

was awarded the bid. **Ms. Arnold** stated that CalPortland received the bid. She continued by stating staff is moving forward on going out to bid for improvements on the government center after getting authorization from the County and San Luis Obispo City.

We are currently in the middle of our biennial Customer Perception Survey. The results will be brought back in January. We are currently 2% below budget. Ridership is down and staff is looking into reasons as to why that may be for certain routes over the other ones. The RTA Board will be asked to ratify the Collective Bargaining Agreement at the next Board meeting. Related to that, the fare increase does not offset the cost of increases for the wages. **Mr. Greening** asked if the increases were per year basis. **Ms. Arnold** stated that yes, it is per year and the new CBA will begin January 1, 2018.

Ms. Arnold concluded his report.

A-2 Member Comments/Reports from Jurisdictions (Receive):

Mr. Greening stated that riders seem to be happy with the services. He asked where will riders and buses will go during the construction period for the government center improvements. **Mr. Seden-Hansen** stated when we go to bid the details of temporary shelters will be included as part of the design build. **Mr. Greening** asked if the public would be able to weigh in. **Mr. Seden-Hansen** stated that there won't be much opportunity for public weigh in but that project is pretty straight forward. **Mr. Greening** continued by stating that the draft EIR Cal Poly Master plan is suppose to come out soon and transit will be affected by it. It would be good for people of this committee to respond with comments. **Ms. Cheryl Andrus** stated that transit circulation element will have a lot to look over.

Ms. Dawn Patterson stated that the new Dial-A-Ride vehicle purchase will go to the City Council for approval. Remaining Prop 1-B funds will be used to purchase a new kiosk. She mentioned that Colony Days will take place on the upcoming weekend and El Camino Real and the Atascadero Transit Center will be closed.

Ms. Andrus noted the Cal Poly Master Plan is being worked on currently and will be out soon for the public comment period. She is currently working on a bike share program on campus and is working with SLO Transit on their schedules for improved timing for the campus.

Ms. Janeen Burlingame mentioned staff is working grant projects for vehicle procurements but is waiting for FTA 5339 and Prop 1-B funds. Staff will be working on updating the current Short Range Transit Plan. The trolley service is done for the season.

Mr. Phil Moores stated that staff is working on bus stop improvements for SoCo Transit area. Shell Beach Road will be worked on quite extensively starting in February and will cause some delays. He mentioned that the SoCo Transit Board met yesterday and that consolidation was brought up. The Board is willing to look further into that option. **Mr. Greening** asked if consolidation would affect the farebox recovery ratio for both RTA and SoCo Transit. **Mr. Moores** said that it has been discussed.

Mr. Todd Katz stated Miner's Hardware is selling electric bikes that fold and can fit in a backpack. He stated that transit systems may be seeing more of those on the routes.

Mr. Pete Rodgers, SLOCOG, stated that staff is currently analyzing whether or not to lower the SoCo Transit farebox recovery ratio. We are looking into different options for the downtown transit stop. Staff is working with SBCAG on negotiations for Route 10 service in Santa Maria. The CTSA services are being evaluated, including Dial-A-Ride services. Staff is evaluating service and funding for the county wide senior shuttle program.

Mr. Mark Sanchez stated that Cuesta College will be looking into utilization rates of public transit to see if that is affecting completions rate. The surveying will start in November. **Ms. Mary Gardner** asked if RTA could be included in that process. **Mr. Sanchez** said yes, RTA can be. **Mr. Rodgers** asked if the surveyors will be on-board the buses. **Mr. Sanchez** wasn't sure if they would be on-board surveyors. **Mr. Katz** asked if income will be part of it. **Mr. Sanchez** stated that yes, that will be a part of it.

Mr. Mark Dariz had no update.

Mr. Michael Seden-Hansen stated that part of the work on Shell Beach Road would be street-scaping, which will improve what it is currently there. Staff will be issuing a request for proposals (RFP) for bus stop improvements that will make bus stops safer and more rider friendly.

Mr. Geoffrey Chiapella, SLOCOG, conducted the SLOCOG Regional Transportation Plan Survey that started at 2:43 p.m. and ended at 3:10 p.m.

B. Action Items

B-1 Consider Fiscal Year 2017-18 Capital Budget Amendment (Approve):

Ms. Arnold stated that no additional funding will be needed from the jurisdictions, this is strictly for carryover projects. SB-1 funding will be adding to the budget for design and engineering of the RTA long-term facility project. In terms of expenditures there are miscellaneous items being carried over for things like facility improvements, maintenance equipment, specialized maintenance tools, and vehicle ITS. Unspent amount from FY16-17 for Paso property improvements will be carried over based on the timeline for the construction of the new operations facility in Paso Robles with move in slated in early 2018. \$584,090 will be carried over for the completion of the Elks Lane environmental work as well as the beginning of the design and engineering work. Bus stop improvements carryover unspent amount from FY16-17, which includes improvements to the current transit center on Osos Street as well as to start on the improvements identified in the bus stop improvement plan.

Ms. Arnold concluded his report.

Mr. Greening moved to approve item B-1 and **Mr. Moores** seconded. The motion carried on a voice vote.

B-2 Review Proposed Changes to Fare Program (Approve):

Ms. Gardner stated that the last RTA fixed route cash fare increase was implemented in August 2010. Multi-ride pass prices were subsequently increased in 2013. If the proposed fare program is approved, the start date would be December 31, 2017. Staff did numerous amounts of outreach including five public forum meetings, presenting at each city's City Council meetings

and the Board of Supervisors meeting, and posted information on the website for survey information. It will go to the RTA Board for approval on November 1, 2017. There was mixed responses about the increase. The online surveys provided the most feedback.

If approved notifications will be provided to agencies, who buy passes in bulk and letters will be mailed out to current Runabout riders.

Ms. Gardner concluded her report.

Mr. Katz asked about the San Luis Obispo to San Luis Obispo Runabout cost. **Ms. Gardner** explained that the Runabout cost follows the city's base fare rate.

Mr. Moores moved to approve item B-2 and **Mr. Greening** seconded. The motion carried on a voice vote.

C. Consent Agenda Items:

C-1 RTAC Minutes of July 18, 2017 (Approve)

Mr. Greening moved to approve the minutes and **Mr. Seden-Hansen** seconded. The motion carried on a voice vote, with **Mr. Dariz** and **Ms. Burlingame** abstaining.

D. Adjournment:

Mr. Seden-Hansen adjourned the meeting at 3:24 p.m.

Next RTAC Meeting: January 18, 2018 at 2:00 p.m.

Respectfully Submitted:

Shelby Walker
Administrative Assistant
San Luis Obispo Regional Transit Authority