

Approved: April 19, 2018



Mission, Values and Goals

MISSION STATEMENT:

"We provide safe, reliable, courteous, efficient and accessible transportation services that effectively link people, jobs and communities."

VALUES:

- Safety
- Customer-focused
- Accessible
- Quality
- Sustainability
- Fiscal Responsibility
- Collaboration

GOALS:

1. Service
 2. Financial Performance
 3. Governance
 4. Capital and IT
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FY 2018-19 Solano County Transit (SolTrans) Performance Goals and Measures

The intent of the Performance Goals and Objectives for SolTrans is to guide Staff’s decision-making processes and to organize the Agency’s activities in a meaningful manner, in order to effect positive change and improve performance, as desired by the Board of Directors for carrying-out SolTrans’ mission: “We provide safe, reliable, courteous, efficient and accessible transportation services that effectively link people, jobs and communities.”

The following goals provide a framework for pursuing our mission: 1) Service; 2) Financial Performance; 3) Governance; and 4) Capital/IT. In order to achieve these goals, objectives are outlined in the table below. Performance on each is then tracked according to progress made on a specified standard or milestone or pure accomplishment of a specific activity. Also, in some cases, performance in a particular area is ongoing, and Staff will keep the Board informed on notable progress made.

| GOALS/OBJECTIVES | | Performance Measurement | | |
|--|---|--|---------------------------------------|----------------------|
| | | Standard/Milestone | | Achievement/Progress |
| 1. GOAL: Service – Delivering transit services which meet the needs of SolTrans customers | | | | |
| A. | OBJECTIVE: Contractor Performance/System Performance | | | |
| | i. | Develop Performance Measures for Service Quality with Contractor | | |
| | | a. On-time performance – 90% of all trips operate on time (no later than 5 minutes and no earlier than published schedule) | Review reports monthly, and as needed | |
| | | b. Accidents/incidents – 80,000 miles between preventable accidents | Review reports monthly, and as needed | |
| | | c. Service hours delivered/scheduled | Review reports monthly | |
| | | d. Farebox – local services =20%, express services = 50%, demand response = 10% | Review reports monthly, and as needed | |
| | | e. Miles between breakdowns/failures – 10,000 miles between road calls | Review reports monthly | |

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|------------------|--|--|--|
| | | Standard/Milestone | Achievement/Progress |
| | f. Complaints per boarding | Monthly reports from the operator | |
| | g. Continue to define and work with contractor to collect and refine data and reporting | | |
| B. | OBJECTIVE: Local Comprehensive Operational Analysis (COA) | | |
| i. | Perform an in-depth look at local routes and structure | Complete COA by December 2018 | Currently underway, as of January 2018 |
| C. | OBJECTIVE: Re-Branding – Refresh of Logo | | |
| i. | Work with the Branding Subcommittee to enhance SolTrans’ brand/image | Board approved in February 2018; work on implementation plan and time frames | |
| D. | OBJECTIVE: New Technology | | |
| i. | Research mobile applications – work with Regional Partners to introduce mobile ticketing application | Solano Community College demo application development underway | |
| ii. | Research real time signage – enhance public facing technology for customers | Research appropriate signage for VTC | |
| E. | OBJECTIVE: Emergency Response Planning | | |
| i. | Develop an Emergency Action Plan – both internal and external considerations | Develop RFP, hire consultant | |
| F. | OBJECTIVE: Marketing and Outreach | | |
| i. | Continue to engage in a robust marketing and outreach campaign to the communities | Establish a 12-month calendar of outreach events, and provide | |

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|---|---------------------------------|---|---|----------------------|
| | | | Standard/Milestone | Achievement/Progress |
| | | | regular updates to the Board | |
| 2. GOAL: Financial Performance – Optimize fiscal health and sustainability | | | | |
| A. | OBJECTIVE: Audits | | | |
| | i. | Complete the triennial state audit | Complete by July 2019 | |
| | ii. | Complete the FTA triennial audit | Complete by July 2019 | |
| | iii. | Complete annual independent audit | Complete by December 2018 | |
| B. | OBJECTIVE: Budgets | | | |
| | i. | Prepare annual operating and capital budgets that align with the 10-year budget outlook | Present the draft FY 18-19 operating and capital budgets to the Board by April 2018 | |
| | ii. | Prepare Budget vs. Actual revenues and expenses and farebox recovery ratios quarterly | Present information quarterly for Finance Committee; present 6 month budget to actuals report to the Board by February 2019 | |
| C. | OBJECTIVE: Fare analysis | | | |
| | i. | Review the fare structure for local and Express Routes | | |

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| | | Standard/Milestone | Achievement/Progress |
| | ii. Streamline Express fares throughout the County, per the effort being led by the STA | Coordinate with the STA | |
| D. | OBJECTIVE: Reserves | | |
| | i. Ensure the proper level of financial reserves | Complete analysis to determine operating reserves needed based on funding risk factors by February 2018; reserve policy is under revision and will be brought to the Board for review by May 2018. | 25% operating reserve amount approved by Board in February |
| E. | OBJECTIVE: Long-term sustainability | | |
| | i. Complete the 10 year budget outlook | Present the 10-year budget outlook to the Board by April 2018 | |
| | ii. Begin work on a long-term strategic plan for operations | | |
| | iii. Monitor funding streams and research grant opportunities | Ongoing | |
| 3. GOAL: Governance – ensure best practices with balanced objectives and equal concern for all stakeholders while maintaining accountability and transparency | | | |
| A. | OBJECTIVE: Long-term strategies | | |
| | i. Research the establishment of a Transit District/sales tax measure | Complete research by November 2018 for legislative docket February 2019 | |

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|---|---|--|---|--|
| | | Standard/Milestone | Achievement/Progress | |
| | ii. | Review the current structure of the JPA, including membership, committees, and Bylaws. | Ongoing | |
| B. | OBJECTIVE: Relationships with funding and community partners | | | |
| | i. | Maintain positive and productive relationships | Ongoing | |
| | ii. | Work with state and federal advocacy contractors | Provide a minimum of quarterly reports to the Board | |
| | iii. | Board Ad Hoc Finance Committee | Continue convening Finance Committee quarterly | |
| 4. GOAL: Capital/IT – Ensure vehicles, buildings and related infrastructure are maintained and long-term plans and strategies are considered | | | | |
| A. | OBJECTIVE: Investing resources into future endeavors/capital infrastructure/ongoing projects | | | |
| | i. | Establish bus stop policies and procedures | Complete bus stop assessment | |
| | ii. | Vehicle/bus replacements | Replace on-time, per the maintenance schedule; monitor vehicle conditions through regular inspections | |
| | iii. | Facilities | Monitor conditions of existing facilities through regular inspections | |

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| | iv. | IT initiatives | | |
| | | a. Avail – Finish implementation of software and complete the APC project | Ongoing | |
| | | b. Trapeze – Ensure contractor is using software effectively | Ongoing | |
| | | c. Cameras – On-board and at transfer facilities | Ongoing | |
| | | d. Real-time systems and signage | Research and replace signage at Sereno Transit Center and Vallejo Transit Center | |
| | | e. Fareboxes – Ensure all are in working condition | Ongoing – complete farebox audit | |
| | | f. Radios – Introduce emergency radio operations, equipment and procedures | Ongoing | |
| B. | OBJECTIVE: Long-term strategies | | | |
| | i. | Electric infrastructure – Finish draft plans for estimates to retrofit existing yard for expansion | | |
| | ii. | Future bus rapid transit/limited/signal synchronization on major corridors | | |