

## Chapter 6. Strategic Goals and Implementation Strategies

Chapter 6 outlines a series of strategic goals and implementation strategies for YCTD. Goals and implementation strategies serve as a road map for determining where, when, and how to provide transit and congestion management services. The process to develop goals and strategies began with two workshops conducted with the YCTD Board of Directors as part of this SRTP update.

### Board Workshops

#### **Planning Game Workshop**

On April 21, 2005, at the YCTD Offices in Woodland, Nelson\Nygaard led the YCTD Board of Directors through a version of Nelson\Nygaard's Smithville Planning Game Workshop. The objective was to take the group through a mock service planning process and have them understand the difficult trade-offs that must be made when undertaking service planning activities.

The focus of the workshop was to discuss the issue all transit agencies must face when planning services: the struggle between providing coverage-oriented service and productivity-oriented service. Board members were split into two groups and each group was assigned a facilitator. The groups were first asked to develop a set of service planning objectives and then to design a network to meet the goals. Group 1, which included four Board members, had the following objectives:

- Provide service to medical facilities, including major medical hubs in Woodland, plus the VA and Kaiser in Vacaville
- Support Transit-Oriented Development (TOD)
- Support the transit dependent riders that need to access County services
- Provide peak-hour commute services to major employment centers (UC Davis, Cache Creek Casino, West Sacramento)

- Provide connections to regional transit service (RT, Solano County Transit and Capital Corridor)
- Charge premium fare for Express services

Group 2 with three Board members, had the following objectives:

- Service should be provided to everyone who needs it in the service area
- The split between productive-oriented service and coverage-oriented service should be about 50-50
- Provide connections to regional transit services (RT, Vacaville, Capital Corridor)

Each group was then given a fixed number of “Bus Days” (17) from which to develop a service plan that met their stated objectives. At the completion of the exercise a member from each group gave a brief presentation describing the groups objectives and the basic characteristics of the route network.

The two groups developed scenarios with a number of similarities, including:

- An inter-city loop route that connected Woodland, Davis, West Sacramento, Downtown Sacramento and the Airport
- Minimal local coverage in Davis (assuming Unitrans would continue to provide local service)
- Increased peak-hour service in West Sacramento to enhance hourly local service
- No general public Dial-A-Ride service was proposed

The most interesting outcome of the workshop, however, were the major differences between the two groups:

- Group 1 included extensive express services from Davis and Woodland, similar to the current network. This group spent all of their Bus Days before meeting all of their objectives. They elected to scale back service frequencies mid day in order to maintain higher frequencies during peak hours.

- Group 2 first provided service to the outlying/rural areas and then built local services based on what was left. Group 2 met all of their objectives before expending their Bus Days.
- Group 2 provided routes with service frequencies ranging between 1 and 2 hours whereas Group 1 recommended higher service frequencies on most routes.

Finally, the YCTD Executive Director compared what each group had developed with what is currently being provided on YOLOBUS. Although the purpose of the Workshop was not to build consensus, one thing that became clear is that several members of the board expressed visions that could easily pull staff and the agency in opposite directions.

### **Strategic Planning Workshop**

On May 9, 2005, Nelson\Nygaard held a “visioning workshop” with the YCTD Board of Directors that was a continuation of the Smithville Planning Game exercise held three weeks earlier. The purpose of the workshop was to craft an updated strategic vision for YCTD and develop priorities for meeting the transit and transportation needs in Yolo County over the next 10–15 years. Prior to the workshop, Board members were sent a set of questions to prepare them for the discussion.

The workshop began with Nelson\Nygaard presenting key performance statistics and indicators on YOLOBUS. These statistics helped frame the discussion by showing how the agency has performed over the past several years. Of particular importance is that annual ridership growth has not kept pace with annual population growth.<sup>1</sup>

Next, Nelson\Nygaard led a discussion with Board members focusing on three key questions:

- What is the role of transit in Yolo County?
- What are the service priorities in the next ten years?

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<sup>1</sup> This is one of YCTD's performance standards. See Figure 3-16.

- Should YCTD continue its roles and responsibilities as the Congestion Management Agency?

In general, Board members were in agreement that transit in Yolo County should serve more than just the transit dependent population. Some Board members even suggested that transit should be a good second choice to the car, and that transit should be used to influence land use decisions. The majority of Board members also supported YCTD working more closely with city officials and developers to help influence how the county grows. One suggestion was to develop a “toolbox” that would allow cities to review new developments with transit in mind. This would allow a more holistic planning approach by coordinating planning activities between YCTD and the cities and County. Many members felt that development agreements would be a good way to leverage additional funding to support transit and to ensure that new developments provided adequate access to transit.

The Board was asked if they should pursue a countywide sales tax to help fund future transit services. While some expressed reservations, all were in agreement that maintenance and improvements of both road and transit systems will require new revenues. All were in agreement that the District needs to remain sensitive and flexible to respond to the varying needs and priorities of the individual jurisdictions. One size, or approach, does not fit all. Concern was also expressed regarding the fiscal health of local government and where transportation funding fitted in compared to efforts to raise revenues for other local programs (e.g., police, fire, health programs, etc.).

Finally, Board members were asked to list the top priorities to address transit and transportation needs over the next few years. The stated top three priorities are:

- Increase service (primarily to serve infill and new developments)
- Ensure service levels and capital improvement projects are fiscally sustainable
- Meet special transportation needs in the County, especially service to seniors and persons with disabilities

Other priorities include:

- Educating the public about the benefits of transit,
- Focusing on the commute and student markets,
- Resolving YCTD's fiscal situation, particularly as it relates to funding shortfalls as the result of expanded Route 42 service,
- Developing strategies to meet needs of the growing senior population; and
- Considering representation from the Rumsey Band of Wintun Indians to the YCTD Board.

The YCTD Board of Directors continued to focus the priorities for YCTD and on updating the strategic vision for YCTD after the workshops at board meetings and through communications.

## Mission/Vision Statement

The YCTD Board of Directors approved a new mission and vision statement as follows:

The Yolo County Transportation District values excellence as we:

- Coordinate transportation planning and funding
- Provide alternative transportation options that increase mobility
- Advocate for transportation issues and services

This mission statement is intended to address:

- Where are we going in the next three – five years?
- What are we trying to accomplish?
- What is important to us?
- What is our focusing in the next few years?

## Strategic Goals *and* Implementation Strategies

The Board then developed a series of strategic goals and corresponding implementation strategies that reflect their primary focus in the next five years. Short-term strategies (*in italics*) reflect the priorities for the next one to three years and are listed following each goal. There are two goals and implementation strategies for YCTD acting as the Congestion Management Agency and six goals and corresponding implementation strategies for YCTD as the transit operator. They are presented below.

## ***AS CONGESTION MANAGEMENT AGENCY:***

<b>Goal 1:</b>	<b>Develop strategies for promoting, advocating, and funding projects in the Transportation &amp; Expenditure Plan</b>
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- *Update list and description of transportation projects, including available transportation expenditures and revenues, versus needs*
- *Advocate and promote projects that are complementary with goals established in SACOG's adopted Blueprint*
- *Working with jurisdictions, prioritize transportation projects at three levels; namely, within each jurisdiction, countywide, and regionally*
- *Facilitate updated polling regarding preferred projects*
- *Propose alternatives and strategies for funding transportation projects, including, but not limited to:*
  - *Revenues from member jurisdictions such as development impact fees, general funds, redevelopment funds, and others*
  - *Funds made available from TEA-21 reauthorization that will be competitively solicited and programmed by SACOG*
  - *State and Federal demonstration grants and ongoing provision of Proposition 42 funds*
  - *Federal Earmarks (reauthorization and annual appropriations) for capital investments*
  - *Countywide or Regional Initiatives with operating and capital funds allocated for projects that have high public support*
  - *Revenues from other public institutions*
  - *Contributions from major employers, commercial developments and other private sector entities*
- *Perform educational outreach*
- *Aggressively pursue and/or support transportation earmarks and other funds on behalf of member jurisdictions*

- *Increase YCTD participation in local, regional, state, and federal meetings related to the securement of transportation funding*
- *Propose legislative assistance where appropriate*
- *Update Congestion Management Plan*

**Goal 2: Develop strategies for promoting greater involvement in development reviews**

- *Propose standards, thresholds, and shopping list of mitigation measures for development reviews*
- *Develop process for performing development reviews*
- *Provide timely staffing assistance to member jurisdictions in reviewing and responding to development proposals*
- *Propose a methodology for a revenue stream associated with traffic mitigation efforts tied to developments*

**AS TRANSIT AGENCY:**

**Goal 1: Provide the appropriate type level and of service to meet countywide diverse needs**

- *Design YCTD service to meet or exceed SACOG's Blueprint mode split goals.*
- *Expand service to focus on infill and new developments, as well as on expanding market share.*
- *Work with local governments to support transit oriented/friendly development to encourage and promote transit and other alternative transportation programs.*
- *Consider alternatives for improved coordination and delivery of service, both short and long-term (e.g., explore options for the provision of customer service, service operations, and maintenance)*
- *Develop plans for phasing in Street Car, Light Rail, or Bus Rapid Transit service into West Sacramento and other YCTD jurisdictions where appropriate*

**Goal 2: Develop service strategies for emerging markets:**

- *Seniors who no longer have driver's licenses*
- *High density (infill) developments*
- *Low density (outlying) developments*

- *Conduct a comprehensive campaign of the senior community to better identify needs, opportunities and constraints for all transportation modes (includes fixed route transit, demand response service, walking, bicycling, etc)*
- *Develop and implement a plan to implement senior mobility strategies*
- *Provide productivity oriented fixed route transit service in high density areas that have over 15 dwelling units per acre to support high transit usage*
- *Provide coverage oriented demand response or other service types in low-density areas with less than seven units per acre.*

**Goal 3: Develop strategies to increase market share for:**

- *Commuters*
- *Students*

- YCTD should continue to provide express service from local communities to downtown Sacramento
- Explore opportunities for subscription service with major employers to provide low cost service and promote public/private partnerships
- Encourage employers to participate in a transit subsidy program
- Encourage schools to sell transit tickets and passes on site

**Goal 4: Ensure that YCTD and other transit services strive to have strong recognition**

- *Develop information and advertising campaign to increase awareness and familiarity with YCTD and other alternative transportation services. It should include:*

- *Public information and marketing materials in a format that is easy to use and understand*
- *Different types of media to reach the diversity of transit markets*
- *Provide complete, accurate information in appropriate, accessible formats and languages*
- *An education and public outreach campaign tailored to elementary, middle and high schools and UCD students*
- *An information packet designed for new residential and commercial developments including possible fare incentives for new residents*

**Goal 5: Identify and secure additional funds to support and expand the transit network**

- *Secure an ongoing revenue stream to support intercity Route 42 service*
- *To enhance service, explore and advocate for local, regional, state and federal traditional public fund sources as well as innovative and private funds*
- *As Community Transportation Services Agency (CTSA), assist member jurisdictions in aggressively pursuing funding for senior transportation and special needs transportation programs*

**Goal 6: Develop strategies for improving cost effectiveness of YOLOBUS Special**

- *To address increasing hourly cost of YOLOBUS Special, conduct comprehensive cost analysis to determine if costs are appropriately allocated between fixed route and demand response services*
- *Conduct evaluation of ADA eligibility process and criteria. Consider revising process to ensure only those truly eligible for ADA services have access to it*

- *Explore strategies to more closely align with ADA regulations. This could include reducing the service area, adjusting fares and offering alternatives to demand response services*
- *Develop strategies and incentives for maximizing productivity and minimizing trip length*
- *Explore the feasibility of introducing cost-savings alternatives, such as taxi subsidy programs for the ambulatory and a volunteer driver program for kidney dialysis, cancer, and other ongoing treatments.*

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